Royal Veterinary College
University of London

# Academic Committee Handbook

| Version | Update and Reason | Author and Title | Effective Date | Review date |
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# SECTION 1: Introduction

This handbook relates to the RVC's 'academic' committees and illustrates:

- The RVC's academic committee structure
- How committees work and how decisions are made
- The responsibilities of committee members

This handbook should be used as a model of how the academic committees should function but please bear in mind that there are some inviolable aspects of committee activity and processes that are set down by the Academic Board and these include:

- Academic Committee Regulations (See Section 4)
- Terms of Reference (See Section 7)
- Constitutions (See Section 7)

Please direct any comments or suggestions for improvements/additions to Victoria Nicholls, vnicholls@rvc.ac.uk.

# SECTION 2: Academic Committee Structure

The committee structure is an essential part of the RVC's governance process and has been designed to:

- Ensure accountability (as defined under a committee's Terms of Reference).
- Ensure good decisions are made at the appropriate levels.
- Ensure all pertinent issues are addressed by an appropriate committee.
- Avoid duplication of work.
- Reinforce a culture of 'best-practice' in committee process and management.

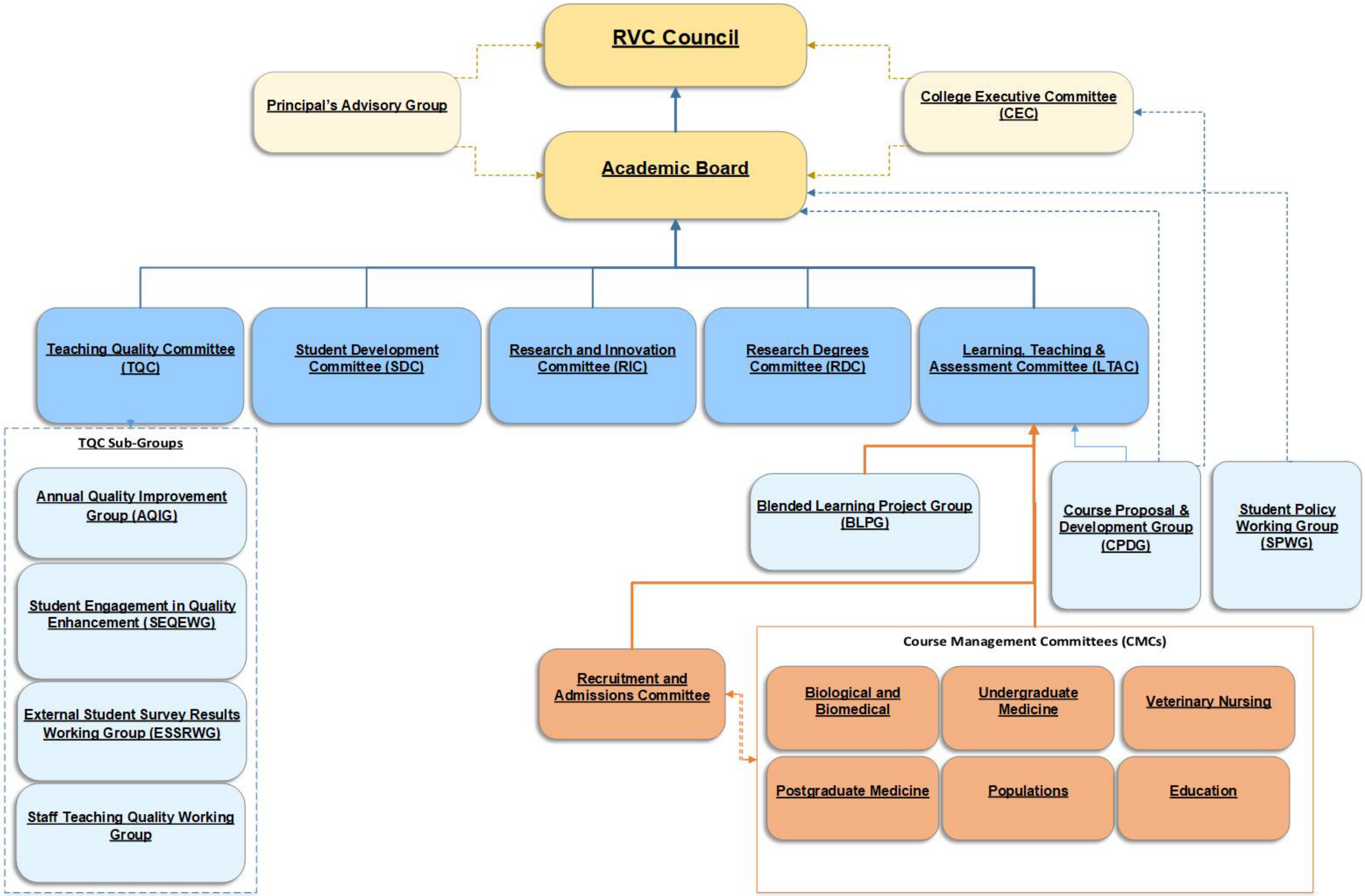
The **Council** is the Governing body of the RVC and has ultimate responsibility for its affairs and, through delegation to the President & Principal, ensures the effective management and control of the RVC. Governance activity focuses on accountability and high level strategy, whilst Management focuses on delivery of excellence in services and on efficiency and value for money.

At the heart of the management of academic services is the **Academic Board** (whose Chairperson is the President & Principal) that reports directly to the Council. Through the Chairperson, the Board works closely with the Principal's Advisory Group and with the **College Executive Committee (CEC)**. It is through the Academic Board that the academic committees report their activities.

Below and reporting directly to the **Academic Board**, are five committees as shown below (Fig 1, page 5). Each has a distinct remit and can be categorised as the RVC's **'strategic' committees**. These committees oversee the running of various aspects of the RVC, shaping the RVC strategies in their areas and creating and implementing a range of procedures.

Below the strategic committees and reporting to the Learning, Teaching and Assessment Committee (LTAC), are the **Course Management Committees.** These operational committees also co-operate with other committees in the structure and are encouraged to communicate with any committee to discuss matters of mutual interest.

# Fig 1. RVC Academic Committee Structure



# SECTION 3: Roles & Responsibilities

Chair

The Chair is the figurehead of the committee and is its first ‘official’ point of contact, representing the committee internally within the RVC and externally at other meetings/dealings with external bodies. The Chair ensures that the committee acts in accordance with its Terms of Reference and that it does not make decisions when it is inquorate. The Chair should be an impartial figure and it would, therefore, be unusual for an appointment to be made of someone who is likely to have a conflict of interests. For example, a Course Director may need to submit regular reports to the committee for assessment and approval, which may challenge their ability to act as an impartial chair.

The Chair approves the agenda, and any requests for items to be discussed at the meeting will need to have the Chair’s approval for inclusion in the agenda. In a similar way, the Chair also manages anything requested to be brought up under *Any Other Business* and such items will need to be notified to the Chair in advance (or at the very start of the meeting at the latest). At the meeting, the Chair should ensure that any discussion is fair, fruitful and inclusive and neither strays off the point nor is too protracted. The Chair should ensure that clear summaries of each discussion are provided, enabling decisions to be made and actions to be assigned.

The Chair should be **appointed for four years, with the option to re-appoint** being available and utilised where the individual is appointed by virtue of their office. Each Chair should appoint a Deputy Chair from among the other members, to cover the role in the event that they are absent from a meeting. There are some committee roles for which any change in the individual fulfilling the role must be approved by the Committee concerned and by the parent Committee. This approval must be confirmed prior to the individual being invited to attend the committee. These include:

- Chair
- Deputy Chair
- External Member(s)

Secretary

The main responsibilities of the Secretary are to:

- Arrange meetings in conjunction with the Chair.
- Make necessary room / equipment arrangements.
- Prepare agenda and distribute papers in advance of the meeting.
- Alert student representatives to agenda items where student input is most essential.
- Take the minutes at the meeting.
- Monitor attendance at meetings, to ensure quorum and to take appropriate action on repeated non-attendance.
- Keep a record of the committee's business, Terms of Reference and membership.
- Ensure that action points are communicated and actioned.
- Assist the Chair to identify items to report under the RVC’s ‘*You Said...We Did…’* initiative.

The Secretary will be able to advise you whether a proposed agenda item or discussion point is appropriate for the committee or whether it should be directed elsewhere. The Secretary should be able to advise on the RVC’s regulations and policies and so can provide useful information and suggestions at the meeting.

Members

*Curriculum Managers (Strand Leaders/Module Leaders/Year Leaders/Course Directors)*
Most Course Management Committees include some Curriculum Managers (CM) for the particular course covered by that committee, who are able to implement or suggest changes to the course, provide feedback on how the course is running and make suggestions for improvement. Theirs is an important role on the committee, since they generally implement many of the committee's decisions in respect of the operational day-to-day running of the course. **Membership of the committee as a Curriculum Manager should continue as long as the person is in that role**.

*Non-Curriculum Managers*
If a member of the committee is not a curriculum manager e.g. a nominee of a department, they should be **appointed for four years**, with the option to re-appoint.

In the case of Departmental representatives, Heads of Department should be asked to make nominations and approval by the parent committee will be confirmed through the annual agenda item to approve committee membership lists. Therefore, new Departmental representatives can be invited to attend the committee prior to this approval being confirmed.

External Member(s)
External Members from outside the RVC are usually nominated by the Committee. Their exact role can vary, depending upon the committee. They will often have knowledge of industry relevant to the committee's business and can advise on the impact that the committee's decisions might have in the outside world. Alternatively, they might be there to ensure the RVC's processes are commensurate with those in other institutions. Essentially, they provide an external perspective on the RVC's activities. If external members cannot attend the meeting in person the Secretary should try to arrange their attendance remotely.

External Members should be **appointed for four years**, with the option to re-appoint being available and utilised where the individual is difficult to replace because of their particular specialist expertise. External members are **paid travel expenses** but are not paid a fee for attending.

There are some committee roles for which any change in the individual fulfilling the role must be approved by the Committee concerned and by the parent Committee. This approval must be confirmed prior to the individual being invited to attend the committee. These include:
- Chair
- Deputy Chair
- External Member(s)

Representatives from partner institutions
For courses that include collaborative provision (learning, teaching and/or assessment for RVC students that is delivered or supported by other organisations), staff of one or more partner organisations may be present on a Course Management Committee (CMC), under the terms of any Memorandum of Agreement between the parties.

Ex officio
Ex-officio committee members sit on the committee by virtue of their substantive post, for example the Registrar.

Non-voting Members (Invited to attend)
A number of people may be "Invited to Attend" a committee and appear as such on its membership list. They neither count towards the committee's quorum nor have the right to vote. They are Invited to Attend because of their knowledge or professional expertise in areas related to the committee's responsibilities.

Co-opted
From time to time, a committee may wish to invite additional people to attend its meetings on a regular basis, either for a limited time (e.g. for the duration of a project) or indefinitely. They are not part of the committee's official constitution but have been chosen by the committee members. Co-opted members are similar to those members who are *Invited to Attend*, in that they neither count towards the committee's quorum nor have the right to vote.

Copy Addressees
A number of people, whilst not needing to attend a committee, need to be kept informed of the committee's business (e.g. Executive Assistant to the President & Principal) and copies of committee papers may be sent to these people for information. The Secretary should review this list periodically to ensure that the copy addressees remain valid.

Changes to committee constitution
Any changes to a committee's constitution must be approved by the Committee concerned and by the parent committee.

Student members

Students' Union (SU) Course Representatives are members of the student body who are elected to represent their course year group/student interests at committees during the academic year. They gather students' opinions and concerns and present them at the relevant committees, as well as giving a student perspective on RVC activities and the committee's discussions. They act as the primary link in communication between staff and students and count as full members of the committee; they have the right to vote and count towards the quorum.

The Secretary should alert committee members who are SU Course representatives/SU Officers to agenda items on which student input is most essential, so they can seek views more widely among their class. The Chair should encourage student participation in meetings in order to identify what is working well and make suggestions for improvements.

On submission of a completed claims form (SU Website https://www.rvcsu.org.uk/) duly signed by the Chair or Secretary, student representatives (or their deputies) are eligible to receive an allowance of £20, subject to tax & national insurance, for attending academic committees and their sub/working groups (as a student you must not work or claim for more than 20 hours in one week. You will not be paid for any work in excess of this amount). Certain travel expenses will also be recoverable, e.g. where a student representative, living some distance from campus, makes a special journey to attend. Completed forms should be forwarded to Student Participation (studentparticipation@rvc.ac.uk) for these claims. Attendance allowances are payable to Clinical Training Scholars, but not to RVC staff who attend as student representatives, e.g. on the Vet Ed CMC.

The constitutions of the following RVC academic committees include student members.

| Committee name | Student membership<br>** SU are responsible for filling membership roles highlighted in bold purple* |
|---|---|
| **Academic Board** | • SU President<br>• **SU Postgraduate Course Representatives OR SU Postgraduate Officer**<br>• **SU Undergraduate Course Representative OR SU Officer (Undergraduate)** |
| **Learning, Teaching and Assessment Committee** | • SU President<br>• **SU Postgraduate Officer OR SU Postgraduate Course Representative**<br>• SU Vet Nursing Officer * if SU President is an UG Vet Nurse student then this position will not be filled<br>• Undergraduate Veterinary Medicine Student (inc. BVSc students from yrs 3-5)* if SU President is a BVetMed student then this position will not be filled<br>• SU Undergraduate Sciences Officer * if SU President is an UG Biosciences student then this position will not be filled |
| **Student Development Committee** | • **SU VP Representation***<br>• **SU Vet Nursing Officer OR SU Vet Nursing course representative**<br>• **SU Undergraduate Biosciences Officer OR SU Camden Officer if a UG Biosciences student**<br>• **SU Postgraduate Officer OR SU Postgraduate course representative**<br>**during any academic year where the role is not taken by an undergraduate medicine student, then SU BVetMed Course Rep should be added as an additional member for that year* |
| **Research Degrees Committee** | • SU Postgraduate Officer<br>• 3 postgraduate research student representatives who together reflect the different modes and location of study.<br>• Student Voice Coordinator |
| **Teaching Quality Committee** | • SU President<br>• **SU Undergraduate Bioscience Officer**<br>• **SU Nursing Officer**<br>• **SU Postgraduate Officer** |
| **TQC sub-group: Student Engagement in Quality Enhancement Working Group** | • SU VP Representation<br>• SU Postgraduate Officer |
| **TQC sub-group: External Student Survey Results Working Group** | • SU VP Representation<br>• SU Postgraduate Officer (for Postgraduate meeting of group only) |
| **TQC sub-group: Annual Quality Improvement sub-group** | • At least 1 SU Course Representative/SU Officer from the year being reviewed by the group. |
| **Course Management Committees** | • At least 1 SU Course Representative for each year of each course (where in post), as set out in the committee's constitution.<br>**In addition for postgraduate CMCs the SU Postgraduate Officer(s) to be invited to attend members, with the intention that the officers can attend when they feel appropriate/required alongside the SU Course reps.*<br>*** In addition, for Veterinary Nursing CMC only, the SU Veterinary Nursing Liaison Officer to be invited to attend member, with the intention that the officers can attend when they feel appropriate/required alongside the SU Course reps.*<br>**** In addition, for Biological and Biomedical CMC only, SU Undergraduate Sciences Officer to be invited to attend member, with the intention that the officers can attend when they feel appropriate/required alongside the SU Course reps.* |

Table 1: Student membership of Academic Committees

# SECTION 4: Academic Committee Regulations

In the Introduction to this Handbook, it was mentioned that certain aspects of committee activity and processes are set by the Academic Board. These General Committee Regulations are designed to ensure:

i. that there is operational consistency across the various committees.
ii. that committees operate efficiently and effectively.
iii. that the decision making is defensible and protected from legal challenge.

These Regulations apply to Academic Board and its committees unless specifically stated otherwise in a Committee's individual Terms of Reference. The general committee regulations are set out below in shaded boxes with summary guidance subsequently provided.

## Quorum, Membership and Voting

1. In the absence of a quorum, those present may proceed with discussion of the agenda items and make recommendations on these to be put to the whole committee, either by correspondence or at a subsequent meeting. The minutes of this grouping and their decisions may not be regarded as officially those of the committee until they have been formally ratified by a majority of the committee (both those present and not present at the discussion).
2. The Chair, Secretary and the members of the committee count towards the quorum. Some members may fulfil more than one role in the committee, but they only count once for purposes of counting the quorum and defining the quorum threshold.
3. The Academic Board and its sub-committees should have a quorum of half the members plus one. Where membership is an odd number, the quorum calculation should be rounded up. (e.g. A membership of 23 would be 11.5 + 1 = 12.5. This would be rounded up to 13.)
4. Course Management Committees should have a quorum of one third of the committee's voting members plus one. Where membership is not a whole number, the quorum calculation should be rounded up. (e.g. A membership of 23 would be 7.7 + 1 = 8.7. This would be rounded up to 9.)
5. During a meeting the Chair of the committee may ask at any time that a quorum count be taken and, should the count be short, the process described at (1) above will then come into operation in respect of discussion of any further agenda items.
6. Committee members who are ineligible to attend a meeting (due to reserved business, etc.) will not count towards the quorum of the committee for the appropriate section of the meeting.
7. Committee members who are unable to attend may arrange for someone to attend the meeting in their stead. In this instance, the attendee acts in the same capacity as the person they replace. This includes the counting of the quorum and voting. Notification of this arrangement should be sent to the Secretary and/or Chair in advance of the meeting. If the member who is unable to attend requests that an existing Committee member represents them at the meeting this latter person only counts once towards the quorum and in any vote.
8. Some committees may have 'split meetings'. A split meeting may be organised to deal with items of relevance to only a limited number of committee members (for example, a meeting may deal with postgraduate business and then undergraduate business). In these instances, the quorum will need to be defined and counted separately for each section of the meeting. This can result in one section of the meeting being quorate whilst the other is not.
9. Committees may co-opt members of staff or students to attend their meetings. This should be done when their role is of relevance to the committee's business. Co-opted committee members may not vote and do not count for the quorum but may be present for the discussion of items of reserved business.
10. The Chair shall appoint a Deputy Chair from among the other members, to act in the event that the Chair is absent from a meeting. Should the Chair and Deputy both be absent from a meeting, the committee shall elect a new Chair for the duration of the meeting. During the election the Secretary will have control of the meeting. The replacement Chair will also be asked to approve the minutes of that meeting.

11. Committee members (excluding ex officio members) who are absent from committee meetings during a period of one year without good cause shall cease to be a member of that committee. They will then be replaced as a committee member by a new candidate. When a member has failed to attend twice in succession they will reminded by the Secretary that they must attend the next meeting or send a suitable deputy.
12. Committee members who refuse or are unfit or incapacitated to act will cease to be a member of that committee and a new committee member will be appointed.
13. The Chair should seek to gather the consensus of the meeting when considering proposals. In cases when no clear consensus can be obtained, committee members will be asked to vote for or against the proposal. Abstentions may also be made. The vote may be for the proposal as a whole or for individual sub-sections or amendments. A secret ballot may be held at the request of any committee member.
14. Each committee member has a vote. Some committee members may fulfil more than one role within the committee, but they will only be entitled to one vote each.
15. The Chair is a voting member of the committee and has a casting vote.
16. The Secretary is a non-voting member of the committee.
17. When a new Chair is appointed, the previous Chair will normally be Invited to Attend the committee for a year, ex-officio as out-going Chair, in order to ensure continuity. On occasions when a new Chair has been appointed due to incapacity or the previous Chair having left the RVC, this will be waived.
18. Members should be appointed for a term of four years, which may be renewed. Where members are appointed by virtue of holding a particular post and then leave that post, they will leave the committee.
19. Chairs are elected for a term of four years which may be renewed.

<u>Quorum</u>
Failure to achieve a quorum is not an acceptable option for RVC committees. It damages the RVC, as it prevents a committee from conducting its business efficiently. Any member who cannot attend a meeting should arrange a deputy. The Registrar should be alerted if any meeting is not quorate, so that any follow-up action can be discussed with the Chair and Secretary.

The threshold number that establishes a quorum for each committee is shown in **Section 7**. Once the committee meeting has started, the Secretary should monitor the numbers of members present and ask the Chair to call for a further count should they feel it necessary, for example, if a significant number of members have left during the course of the meeting.

If a meeting fails to achieve a quorum, or during its course subsequently becomes inquorate, the Chair may rule that the meeting can proceed/continue but that the absence of a quorum shall be noted in the Minutes and in any report to other Committees.

Any recommendations/decisions made by the inquorate committee must be ratified either by correspondence or at a subsequent committee meeting. The Minutes of this grouping and their decisions may not be regarded as officially those of the committee until they have been formally ratified by a majority of the committee (both those present and not present at the discussion) and this needs to be done before any action is taken on any business transacted during the inquorate meeting or the inquorate part of the meeting. Where an item of outstanding business is urgent, important and/or controversial, it may be referred directly to the committee's senior committee for final adjudication if it is scheduled to meet in the near future.

Membership

The Chair, Secretary and attendees listed as *Members* in the Committee membership list count towards the quorum (see Section 7). Neither those listed as ***Invited to Attend (Non-Voting Members)*** nor **co-opted members** count towards the quorum. Some members may fulfil more than one role in the committee, but they only count once for purposes of counting the quorum and defining the quorum threshold. In addition, for Course Management Committees, only one Students' Union Course representative should be counted for each year of each course.

When members are unavoidably unable to attend a meeting they should send a deputy to act in their stead. Their deputy counts towards the quorum of the meeting and acts as a full voting member of the committee for that meeting. If a member sends a deputy, they should inform the Chair and Secretary in advance of the meeting so that papers can be sent to the deputy. It is good practice for each committee member to appoint a named deputy at the start of the academic year. The Chair should appoint a named Deputy Chair from amongst the other members to cover for them if they are to be absent.

Although non-voting members who are invited to attend do not count towards the quorum, the Secretary should still monitor their attendance, as when their attendance is poor the committee may be missing valuable input.

Secretaries will monitor the attendance of both voting and non-voting members and will produce a report on the previous year's attendance at the initial meeting of each academic year. Any member who does not attend or send a deputy for three successive meetings will be considered for removal from the committee. Each secretary should remind members who have missed two consecutive meetings that they may be subject to this sanction should they fail to attend the next meeting.

Changing Constituent Membership of a Committee

Committee Membership is set by official position / academic post rather than by person. The membership formula for a committee can only be changed through the approval of the senior committee to which a particular committee reports.

Voting

The General Regulations state that the Chair should seek to gather the consensus of the meeting when considering proposals. In instances where the feelings of the committee members are clear, no vote is needed. However, sometimes an issue may be more contentious, in which case a vote should be taken. Every full member of the committee apart from the Secretary may vote. The Chair has an additional 'casting' vote. Those ***Invited to Attend*** may not vote.

Secret Ballot

A secret ballot may be held at the request of **any** committee member if an item is particularly sensitive. The regulations do not specifically state how the ballot should be held but using slips of paper folded to preserve anonymity would be considered reasonable. Once all votes have been cast the Secretary counts the votes. The number of votes cast one way or another need not be recorded unless specifically requested by the committee.

## Number of Ordinary Meetings and Cancellation of Meetings

1. Each committee shall meet at least three times during an academic year unless otherwise specified in its Terms of Reference, and may organise additional meetings if necessary. Meetings should wherever possible be scheduled between 10:00-16:00.
2. Meetings may be cancelled by the Chair. This is expected to occur only very infrequently, in exceptional circumstances, for example the expected absence of the Chair, Deputy Chair and other committee members. The Secretary should notify all members and the Chair of the parent committee of the cancellation. Any immediate committee business may be considered by Chair's action, correspondence or delegation upwards to the parent committee.

## Notice of Meetings and the Agenda/Papers

1. Notice of a meeting must be given at least ten working days in advance of the meeting. Normally, all committee dates shall be set before the beginning of the Academic Year.
2. A request for agenda items, in addition to standing items, should be sent out with the notice of the meeting, or at least ten working days before the meeting.
3. The Secretary, any member of the committee, or any other staff member or student, may ask that an item be included in the agenda, provided that they make this request at least six working days before the meeting.
4. Items received after this time may be eligible for discussion under Any Other Business (AOB) (see 10 below).
5. Items for the agenda may be referred to the committee by other RVC committees.
6. The Chair will decide whether an item should be included in the agenda. In cases where an item has been refused, the Secretary should provide reasons for this to the person or committee raising that item.
7. The Secretary will draft an agenda for the meeting using the standard RVC template. This will be subject to the Chair's approval before circulation.
8. The agenda and any supporting papers available at the time should normally be circulated electronically at least five working days in advance. These documents should be circulated as .pdf files.
9. Any papers received after the five day deadline should be circulated electronically, together, at least two working days before the meeting;.
10. AOB shall be a standing agenda item, covering items that were not submitted in time to be included on the agenda or items that have arisen between the submission date and the committee meeting. Any item for AOB should be put to the Chair, so they can decide whether this should be discussed in full at that meeting or dealt with at a later date.
11. Non-receipt of committee papers, agenda or notice of the meeting does not invalidate the meeting; it may still go ahead.

**CIRCULATION OF PAPERS**

Academic Committee secretaries are permitted to circulate committee agendas and papers, other than any documents relating to ‘reserved business’, to any RVC member of staff upon request even if they are not members of the committee,

**EXPEDITING COMMITTEE BUSINESS**

Some committees are responsible for a considerable volume of business, which can make it difficult to give every item the attention that it deserves. The following strategies can be adopted to ensure that the committee’s time is used most efficiently and effectively:

1. Delegating detailed consideration of items to sub-groups. Although this requires a greater time commitment on the part of two or three members, responsibility can be rotated so that it is not unduly burdensome. The result may be that three members spend two hours deliberating on something that a full committee spends half an hour on. Total person-hours devoted to the topic may be similar, but the sub-group’s scrutiny will have been far more thorough.
2. Nominating designated readers for particular papers. The weight of supporting papers for some meetings means that some members have time only to skim them or to read a few items of particular interest. Consequently, some papers may have been read only by the Chair and Secretary. Designated readers can focus their pre-meeting work on one or two items, and thus attend the meeting able to make informed comments and ask questions on behalf of all the members.
3. Using starred items. The Chair and Secretary should use their judgement to star any item which can be classed as “formal business”. This can include non-controversial items which require the committee’s approval, such as the appointment of curriculum managers. Any member who objects has the opportunity to un-star the item. Starred items should be listed together (at either the start or the end of the agenda) to make it clearer to members what business they need to give attention to.
4. Giving indicative timings on the agenda, so that members will be aware if the committee is at risk of over- running and can therefore make concise contributions to discussion.

## Special Meetings, Closed Session and Business by Correspondence

1. RVC meetings are held in Open Session, unless they decide to go into Closed Session or have items of Reserved Business. Non-members may speak at the discretion of the Chair.
2. A committee may decide to go into Closed Session, either as dictated by the Agenda (e.g. in the case of Reserved Business), or at the discretion of the Chair. The Secretary should remain present when the committee is in Closed Session. When a committee goes into closed session non-members who are in attendance are required to leave. The committee may invite specific people to attend a closed session as appropriate. The committee may revert to Open Session once the item has been discussed. The minutes of business discussed in closed session may be restricted, depending upon the matters discussed.
3. Sensitive matters, such as those that consider individuals, will be dealt with as Reserved Business. Reserved Business will be discussed in Closed Session and, in addition, Student Representatives will also be required to leave. The standard meeting Agenda should state that the meeting will discuss matters of Reserved Business, but it should not state what those matters are. A separate Reserved Business agenda that details what is to be discussed, together with any accompanying papers, will be sent to the relevant committee members at the same time as the standard committee agenda. The minutes should have a separate section for Reserved Business matters that is available only to the committee members who are permitted to see them. At the discretion of the Chair, non-members may be invited into the meeting whilst it deals with Reserved Business, and may receive the Reserved Business Agenda, minutes and papers if it is appropriate for them to do so. The Secretary should remain present when the committee discusses Reserved Business.
4. The Chair of a committee may deal with matters that are urgent *and* minor *and* non-controversial by Chair's Action outside a meeting. However, this should either be with the prior agreement of the committee or be reported at the next meeting.
5. Matters that are urgent *and* major *and/or* potentially controversial shall be dealt with by correspondence by the members of the committee. At the discretion of the Chair, such items may be dealt with at an extraordinary meeting.

<u>Open Meetings and Closed Session</u>

Unless otherwise stated, attendance at all academic committees is open to everyone. However due to an issue that arises during the course of the meeting or due to a particular Agenda item, the Chair may decide to put the committee into Closed Session. Should this happen, only committee members (including Invited to Attend) may remain present. Closed Session exists primarily to ensure that meetings are not disrupted by non-members.

<u>Reserved Business</u>

The Reserved Business procedure is generally used when sensitive/confidential matters are to be discussed. Such matters will depend on a committee’s remit and could for example deal with issues relating to individuals. During items of Reserved Business, non-members and Student Representatives must leave the meeting unless expressly invited to stay by the Chair. (Even though they are normally considered to be full members of the committee, Student Representatives will not count towards the quorum threshold whilst discussing the Reserved Business items, unless they have been specifically asked to remain in attendance for those items). To deal with the confidentiality of Reserved Business, a separate agenda, papers and section of the minutes will be distributed to those permitted to deal with this type of work.

<u>Split meetings</u>

Committees can use a 'split meeting' procedure when the committee is due to discuss rather disparate matters that might not be relevant to all members / invitees. For example, on occasion at the Learning, Teaching and Assessment Committee, it may be expedient to split the meeting so that matters specifically concerning undergraduate degrees and matters specifically concerning postgraduate degrees might be discussed separately and concurrently, with the whole committee reconvening to discuss items that affect both undergraduate and post graduate courses. It should be possible for the format and order of any split meetings to be set in advance under the Agenda. The quorum for each section of the split meeting would need to be calculated and counted separately, so this might result in one section of the meeting being quorate whilst another part is not. Upon reconvening, it would be possible for the decisions from a non-quorate split meeting group to be ratified by the full committee.

Chair's Action, By Correspondence and Extraordinary Meetings

On occasion, urgent matters arise when no meetings are scheduled. In these instances, a number of options are available:

- When the matter is 'urgent *and* minor *and* non-controversial' it may be dealt with by a process known as '**Chair's Action**'. This involves the Chair dealing with the matter on the committee's behalf but without requiring any further consultation with the committee. If this is done it should either be agreed in advance by the committee or be reported at the meeting following the decision.
- When the matter might be 'urgent, *and* major *and/or* potentially controversial' it can be handled by correspondence between **voting committee members** or by holding an Extraordinary Meeting.

*By Correspondence* - This involves circulating information regarding the matter to the voting members of the committee, asking for comment within a defined time, providing a summary of comments and then asking for a vote (if appropriate). The number of respondents should reach the quorum threshold for a meeting before the matter can be considered to have been dealt with. Matters dealt with in this way should be reported at the next committee meeting.

*By holding an Extraordinary Meeting* - Extraordinary meetings may be called at the discretion of the Chair and are run in much the same way as an ordinary meeting and are subject to the same regulations, including the need for a quorum. However, they will not usually deal with 'Actions and Outcomes' or other Standing Business. They will usually only discuss the matter that caused the meeting to be convened.

## Minutes

1. The minutes should be presented in the standard RVC format, described in this document. They should normally be written within ten working days of the meeting by the Secretary. The minutes should then be passed to the Chair for approval and/or amendment, which should normally be provided within a further five working days. Once drafted and approved by the Chair of the committee, the minutes (excluding matters of Reserved Business and items discussed in Closed Session) shall be circulated by the Secretary for approval to all committee members, those marked as 'Invited to Attend', people or groups with action points and other appropriate interested parties. Proposed amendments may be made at the Chair's discretion and may be submitted to the committee for approval by correspondence ahead of the following meeting. Once approved by the Chair and committee members, the Secretary will make the minutes available on the RVC Intranet. This should normally be done within twenty working days of the meeting.
2. Minutes of meetings held in Closed Session will be made available to all committee members but may otherwise be restricted at the discretion of the Chair.
3. Minutes relating to matters of Reserved Business will be made available to **non-student** committee members. Third parties may be sent copies if the Chair feels it is appropriate to do so.
4. Approved minutes should be tabled 'to note' at the following meeting of the committee.
5. Amendments to the minutes of a meeting held in Closed Session may be discussed under Closed Session conditions.
6. Amendments to minutes of items of Reserved Business should be conducted under Reserved Business conditions.

Assigning action points to other committees

Any committee may refer an action point to any other committee should they feel that it is appropriate so to do. The Secretaries of both committees should ensure there is an effective flow of information about how the action point will be managed. If a committee is given an action point but does not take the appropriate action, the Chair of that committee must explain the reason to the committee from which the action point originated.

# SECTION 5: Good Practice Guidance for Committee Members

Introduction
Whilst the areas covered by this section are not prescriptive, they are strongly recommended as being *good practice* to anyone likely to attend a committee meeting, helping to ensure that business is dealt with in an informed and effective way.

Preparation
You should be familiar with the committee's Terms of Reference to understand what the committee does. It is also beneficial to read any other RVC documentation for areas relating to the Committee's business. For example, it would make sense for a member of the Research Degrees Committee to be familiar with the RVC's Research Degree Regulation and the Code of Practice for Postgraduate Research Degrees. The RVC's regulations are available on the website: https://www.rvc.ac.uk/about/the-rvc/academic-quality-regulations-procedures.
Reading the circulated papers is essential preparation for a meeting, annotating the documents as necessary with points that you wish to raise, or for which clarification is required from the Chair or Secretary before/at the meeting. This helps to ensure that an informed discussion can be held.

Writing and presenting a paper
An agenda item often involves the consideration of a paper. Sometimes these papers are simply for information, while other papers require the committee to make a decision based on the information they contain.

**All papers include a completed coversheet (Appendix 1) which confirm details of the paper, what the committee is being asked to do and where applicable an executive summary. The executive summary is especially important if a large quantity of complex information is being considered, because a summary helps the committee to focus on the most important points for discussion and keep the proposals in sight during discussion.**

The author of the paper should normally present it at the meeting. This presentation need not be detailed, and need not be minuted, but it should highlight the key points and proposals so that discussion is focused on the most important aspects.

Effective discussions
Effective discussions will arise from having well-prepared papers and well-briefed committee members who are keen to participate. However, it is crucial that the Chair ensures the committee focuses on the topic under discussion and prevents deviation from the subject or an over-focus on minute/insignificant detail. The Chair should manage the discussion firmly but diplomatically, focusing on the process rather than the content of the discussion. The Chair should ensure that any unfamiliar, complex or obscure material is explained. Depending on the length of the agenda and the time available, the Chair will sometimes need to truncate the debate to bring a matter to resolution or so that there is time to consider all agenda items.

Members wishing to speak should indicate to the Chair and then wait their turn rather than interrupting other members. When speaking, members should be concise and constructive, and ensure that their point is relevant to the business under discussion. In order for the committee to make informed decisions, the Chair should not only invite contributions from members who have indicated that they wish to speak, but should also actively seek contribution from particular interest groups, such as the student representatives. At the end of a discussion, the Chair should summarise what has been said, seeking consensus on what has been agreed and the follow-up action to be taken. When necessary the Secretary should read back to the members the draft wording of any particularly important or controversial resolution to ensure that there is no ambiguity.

There may be occasions when the Chair wishes to vacate the chair, e.g. to take an active part in discussion of a particularly controversial topic. In these circumstances, the Deputy shall take the chair for the duration of that item.

Deputies

If a member of the committee (either voting or non-voting) cannot attend, then they should ask another suitable person to attend as their deputy and inform the Secretary as soon as possible so that apologies might be noted and the appropriate papers made available to the Deputy. The Deputy should be fully briefed by the person they replace so that they are able to speak to the relevant points from a position of authority and ideally they should have expertise in similar areas to the person for whom they are deputising.

Documentation and the Intranet

Committee Minutes, papers and agendas will be made be available on the **Staff & Departments/ Committees** section of the Intranet (with the exception of Reserved Business that needs to remain confidential). This is usually done before a meeting, but may be undertaken after a meeting (depending on the Secretary's practice or a committee's requirements.)

The committee secretary generally uploads the papers directly to the Intranet at Documents (rvc.ac.uk). To do this, they require admin rights, which can be obtained from the RVC's webmaster (webmaster@rvc.ac.uk).

Wherever possible, the volume of paperwork associated with committee business should be minimised. It is good practice to circulate the papers as a single pdf document, with bookmarks in the pdf for each paper and page numbers for each paper included on the agenda. In addition, secretaries may wish to include hyperlinks from agenda items to the supporting papers. Committee members should be sent the papers electronically as standard practice (to minimise printing costs and to reduce the RVC's environmental impact), and secretaries should ask committee members if they require a hard copy, and circulate these at least five days before the meeting.

# SECTION 6: Practical Guidance for Committee Secretaries

If you are serving as Secretary to an RVC academic committee for the first time, please contact Academic Registrar for Accreditation & Validation Manager Cheryl Jackson, cjackson@rvc.ac.uk to arrange an induction to this role.

**Timeline: Secretariat activity before, during and after a committee meeting.**

| Timings | Secretariat action | Comment |
|---|---|---|
| **Final Term of Academic Year** | 1. Agree meeting dates with Chair for coming year<br>2. Book meeting rooms including any video conferencing<br>3. Email meeting dates to Committees Governance Administrator (vnicholls@rvc.ac.uk)<br>4. Enter meeting dates in RVC Intranet Calendar<br>5. Send invitation to committee and keep record of attendees, asking for Deputies | • Changes to standing items / cycles of business to be advised to the Committees Governance Administrator<br>• When setting meeting dates allow time to finalise the Minutes/Actions and Outcomes in order for them to be sent for consideration at the next meeting of parent committee (if required). |
| **6-4 weeks before meeting** | Email committee a reminder to provide:<br>i. agenda items (around 2 weeks before meeting)<br>ii. associated papers (around 2 weeks before meeting)<br>iii. response on outstanding actions (around 2 weeks before meeting) | |
| **2 weeks before meeting** | 1. If needed, chase any associated papers and responses on outstanding Actions.<br>2. Once deadline for agenda items has passed, draft agenda and meet with Chair to agree it, also:<br>i. identify any additional people to be invited to present a paper/speak on an agenda topic<br>ii. agree which items might be starred<br>iii. agree any Reserved Business | • Papers should be sent to the Secretary electronically and should contain a reference box detailing the author, date of production and previous committee reference(s) [Fig 2, pg20]<br>• Recommended that 2 spare hard copy sets be printed and taken to the meeting, and a spare copy be sent to both campuses if video conferenced. |
| **At least 1 week before meeting** | 1. Papers can be numbered and recorded on agenda.<br>2. Agenda and Papers (excluding Reserved Items) can be uploaded to Intranet<br>3. Send out papers electronically to committee attendees<br>4. Email/meet with student committee members to present agenda and run through items on which student input is most essential. | • Some Secretaries prefer to upload the agenda and papers after the meeting.<br>• By briefing the student committee members they are able to focus on key issues, and gather input from their class |
| **Within 3 days after meeting** | 1. Draft Minutes and send to Chair for approval | • Recommended that minutes are drafted as soon as possible whilst still fresh in the mind and to ensure that you have time to send minutes/Actions and Outcomes to parent committee (if required). |
| **Within 7 days After meeting** | 1. Produce final Chair Approved Minutes<br>2. Produce Actions and Outcomes paper, copying and pasting relevant sections of the minutes to provide context.<br>3. Email final Chair approved Minutes and Actions and Outcomes paper to committee for their approval within 15 working days. Include request for next meetings agenda items/associated papers and responses on outstanding Actions, to be provided to your around 2 weeks before meeting. | • Final versions take into account any amendments by the Chair |

*Table 2: Timeline – Secretariat activities*

**MEETING DOCUMENTATION**

This section highlights some points of good practice for the production of the meeting documents and describes the RVC's house style.

House Style
A common house style is used for agendas and minutes. Examples are available to committee secretaries from the Committees Governance Administrator: vnicholls@rvc.ac.uk

Font
Arial should be used for RVC agendas and minutes.

Agenda

*Layout:*
- The meeting start and end time should be included on the top of the agenda.
- Each separate agenda item should be in Arial size 12, bold, block capitals and left-aligned.
- Sub-headings and Process Descriptors (table 3) should be in Arial size 10, in bold and left-aligned.
- Reference numbers for papers should be in bold, right-aligned and level with the item to which it refers.

*Agenda item descriptors:*
Each matter on the agenda should have a brief descriptor to explain what the committee's role will be with regard to that item; this is achieved by using the terms shown in table 3, which act as a shorthand method of advising members what is expected from the committee. Each item on the agenda should also have a brief description to explain what the item is about.

| **Agenda item descriptors** | **Meaning** |
|---|---|
| **To note** | Items listed for note are about providing information rather than eliciting discussion or seeking approval. They will normally be starred items. An item decided by Chair’s Action outside a meeting should be included to note. |
| **To consider** | Used when the committee is asked to consider items such as reports for discussion, where no approval is necessary. |
| **To approve** | Used when a definite proposal is submitted for the committee to approve e.g. nominations of External Examiners or Module Leaders, or approval of a new policy. |

Table 3: Agenda item descriptors

The first two agenda items are usually *Apologies for absence* and *Minutes of the Previous Meeting*. After that usually the agenda should have the most important items early on since these are generally the matters of key business that require the fullest discussion. The final two items on the agenda will be *Any Other Business* (A.O.B.) and the *Dates and time of next meeting*.

*Actions & Outcomes:*
Outstanding actions can be covered either after the confirmation of the last meeting’s Minutes or towards the end of the agenda before A.O.B. Some feel it good practice to leave this towards the end of the agenda in order to avoid the repetition of discussions held at the previous meeting.

*Starred Items:*

Starred agenda items (marked by an asterisk *) indicate that the item is not for discussion unless the committee members agree to 'un-star' them at the beginning of the meeting. An example is shown in Fig 2.

**Agenda: Course Management Committee**

**Date: Tuesday 5 November 2023**

**Time: 10:00-12:00**

**Venue: F82, Eclipse, Hawkshead/Council Room, Camden**

**1. *APOLOGIES FOR ABSENCE**

**To note:**
Apologies for absence.

**2. MINUTES OF PREVIOUS MEETING** **A1/01/23 pg1**

**To note:**
Minutes from meeting of 05.05.22.

**3. FEEDBACK FROM SU COURSE REPRESENTATIVES**

**To consider:**
Feedback from Reps.

**4. POLICY NUMBER 1** **A1/02/23 pg8**

**To approve:**
Policy for implementation from February 2023 presented by Joe Smith.

**5. ACTIONS AND OUTCOMES PAPER** **A1/03/23 pg14**

**To consider:**
Outstanding actions not already discussed in the meeting.

**6. *DATE AND TIME OF NEXT MEETING**

**To note:**
The next meeting will be held on Tuesday 10 March 2024.

Fig 2. Example agenda items

Papers

All papers **must** contain a coversheet (Appendix 1) which includes the details of the paper and where applicable an executive summary. The executive summary is especially important if a large quantity of complex information is being considered, when a summary helps the committee to focus on the most important points for discussion and keep the proposals in sight during discussion.

The RVC also has a paper numbering system for its academic committees with committee papers being coded for easy identification / location. Each committee paper / document is given a unique code that (i) identifies the committee to which it relates (see Table of Committee Codes below) (ii) the sequential document number for document received for the committee meetings during the current academic year and (iii) the academic year in which the document was received. An example of this would be: **UM/09/23.**

In this example:

**UM** shows that it is a paper that relates to the Undergraduate Medicine CMC;
**09** records the fact that this is the 9th document to come before the committee in the current academic year;
**23** shows that the documents were handled by the committee during the 2023/24 academic year.

The Committee Codes are shown in the following tables:

| COMMITTEE | CODE |
|---|---|
| Academic Board | **AB** |
| Learning, Teaching & Assessment | **LT** |
| Student Development | **SD** |
| Teaching Quality | **TQ** |
| Research Degrees | **RD** |
| Research Innovation | **RI** |
| Recruitment and Admissions Committee | **RAC** |

| COMMITTEE | CODE |
|---|---|
| Modular Scheme Management | MS |
| Biological and Biomedical Sciences | BS |
| Populations | PO |
| Postgraduate Medicine | PM |
| Undergraduate Medicine | UM |
| Education | ED |
| Veterinary Nursing | VN |

If a paper is not submitted in time for a meeting despite having been included on the agenda it will often be received at the following meeting. In this instance it should keep its original paper number and might mean for example that Paper 19 may be delivered between Paper 24 and Paper 25. The unique number ensures that the paper is readily identifiable.

Minutes

The minutes should describe what the committee noted/ considered/discussed/resolved, recording the key points of discussion over a particular item (table 4. Minute item descriptors). Key discussion points should be recorded, even if they were not eventually agreed upon. The level of detail to provide is at the Secretary's and Chair’s discretion and will depend upon the complexity of the issue and the relevance of discussion.

In general, Minutes are neither verbatim transcriptions of a meeting nor should they be simply a list of what was decided Any information detailed within a paper submitted to the committee, should not be recorded in the minutes, even when presented by someone during the meeting. Rather the minutes should refer readers to the paper number.

The Minutes have specific process descriptors (similar to those used for the agenda), which act as a shorthand method of describing the action the committee was performing during that part of the meeting. The descriptors that can be used in the Minutes are shown in table 4.

| Minute item descriptors | Meaning |
|---|---|
| **Noted** | This usually refers to agenda items that are not discussed or to an item approved by Chairs action. |
| **Considered** | This term is used to describe receipt of a paper / document and records the fact that the committee discussed the issue. |
| **Discussed** | The key points of a discussion are listed under "Discussed”. |
| **Resolved** | This is used to record the decision of the committee and is generally the place where Action points relating to the discussion are recorded. |

Table 4: Minutes item descriptors

*Action Points:*
Action points are used to track the outcomes of an agenda item. They should be displayed as shown in the item below in red font, bold, right aligned and placed upon a separate line to other text.

**Resolved:**

The committee approved the proposal to implement changes X and Y from December 2023 as set out in paper UM/09/23, and requested that the A team should be made aware of these changes.

**ACTION: SENIOR OFFICER JOE SMITH**

Fig 3: Example of minutes items

*Using Secretary's Note (Fig 4):*
Sometimes events may take place between the committee meeting and the production of the minutes that mean that an action point has already been dealt with or is redundant. In these instances, the Secretary can place a '*Secretary's Note'* in the minutes to state what has happened. This can also be done if the facts presented at the meeting turn out to be inaccurate or have been superseded. The notes are generally placed within square brackets, in bold italic purple text (see Fig 4).

**Resolved:**
The committee approved the proposal to implement changes X and Y from December 2023 as set out in paper UM/09/23 and requested that the A team should be made aware of these changes.

**ACTION: SENIOR OFFICER JOE SMITH**

***[Secretary’s note: The A Team were emailed by Joe Smith on 01/11/2023 to make them aware of changes X and Y]***

Fig 4: Examples of secretary’s note within minutes

Actions & Outcome Paper (Fig 5)

After the Chair Approved Minutes have been produced, an Actions & Outcome paper should be compiled from the action points shown in the minutes. Key points from the minutes should be included to ensure that the reason for the action point can be fully understood without reference to the full minutes. So that outstanding action points from previous meetings do not get overlooked, any outstanding items should be shown at the beginning of the A&O paper, citing the date of the meetings and the name of the person concerned.

A copy of the A&O paper should then be circulated to committee members and attendees together with the Chair Approved Minutes. In the case of Course Management Committees, the A&O paper must also be sent to the secretary of the Learning, Teaching and Assessment Committee to be added to the agenda of the next LTAC meeting.

Between meetings, the Secretary should update the A&O paper as items are updated / reported as 'completed'. This document in its most up-to-date version will become one of the papers for the next meeting. An example of the first page of an A&O paper is shown in Fig 5.

**ACTIONS AND OUTCOMES**
**COMMITTEE XY**

| Date of CMC | Action | Progress |
|---|---|---|
| **10/05/23** | **21. "YOU SAID.....WE DID..."**<br>**Resolved:**<br>A future 'You Said...We Did...' item will detail the publication of the new policy 'Example 2'.<br>**ACTION: SENIOR OFFICER JOE SMITH** | **IN PROGRESS:**<br>Pending successful implementation of the new policy amongst staff this item will be published [Joe Smith, 28/05/23] |
| **03/02/23** | **3. GENERAL REGULATIONS FOR EXAMPLE**<br>**Considered:**<br>Amendments to the 'General Regulations for Example 1'.<br>**Resolved:**<br>The committee agreed the following changes be made to the document:<br>i. Para 1.1 change to 'in veterinary and other science related subjects'.<br>ii. Para 6.1 4th bullet change to 'for three years'<br>**ACTION: HEAD OF DEPARTMENT JOE BLOGGS** | **COMPLETED:**<br>Changes made and published on internet here. [Joe Bloggs, 21/08/23] |

Fig 5: 'Actions and Outcomes' example

# <u>SECTION 7: Committees in Detail</u>

## The Cycle of Business

The committee regulations specify that most **committees should meet three times during the academic year** and may organise further meetings if necessary. Most committees will have one meeting per academic term

There are a number of **Standing Items** that a committee will need to consider at each meeting. These are shown in the details for each committee in the next section and include:

- the minutes of the previous meeting,
- any actions arising from the previous meeting
- any other business.

There are also **Termly Items** that arise from the business cycle of the academic year and these items should be raised at defined meetings within the year. Naturally, matters relating to these items may be discussed at the other meetings during the year should the need arise. These Termly items are also shown in the details for each committee in the next section.

<u>General Comments on Standing and Termly Items</u>:

The **Academic Board** and the **strategic level committees** all have distinct annual cycles due to the nature and remit of their business.

**Course management committees (CMC)** are similar to each other in terms of structure and activity, with similar items arising at the same time of year for each CMC. For this reason a generic list of standing and termly items is provided, which if required can be adapted by particular CMCs according to their particular patterns of activities / requirements

# The Academic Board

**Terms of Reference**

1. To consider and advise RVC Council upon all academic matters and questions affecting the educational policy of the RVC organisation of teaching and research, and programmes of instruction, including the following:
   1.1. Appointments of Professors, Associate Professors and Readers in the RVC.
   1.2. Matters concerning cooperation between the RVC and any associated body.
   1.3. Any other matter which may be referred to them by RVC Council.
2. To consider and advise RVC Council upon conditions and tenure of teaching appointments and the appointment and dismissal of the teaching staff of the RVC.
3. To discharge such other duties and functions connected with the RVC as the RVC Council may from time to time assign to them.
4. To appoint as and when necessary, members from among themselves to RVC Council in accordance with the RVC Charter.

**Constitution of Committee**

| | |
|---|---|
| Chair | Principal |
| Members | Professors |
| | Associate Professors |
| | Readers |
| | Heads of Departments |
| | Chairs of Academic Board's Sub-Committees |
| | Registrar |
| | Director of Learning and Wellbeing |
| | Vice Principal (Equality, Diversity, and Inclusion) |
| | Vice Principal (Learning, Teaching and Assessment) |
| | Vice Principal (Students) |
| | Vice Principal (Research and Innovation) |
| | Vice Principal (Clinical Services) |
| | SU President |
| | SU Postgraduate course representative OR SU Postgraduate Officer |
| | SU Undergraduate course representative OR SU Officer (Undergraduate) |
| | Members elected by non-professorial academic staff |
| Non-voting Members (Invited to attend) | |
| | Chief Operating Officer |
| | Secretary (Registrar) |
| | Member of Post-doctoral Research Association |

**Quorum** 40% of total membership (excluding non-voting members)

**Standing agenda items**

1. Apologies for absence
2. Report from RVC Council
3. Appointments within the Board's remit
4. Taught and Research Pass Lists
5. Appointment of Research Degree Examiners
6. Appointment of Internal and Assistant Examiners and Assessors
7. Learning, Teaching and Assessment Report including Learning Teaching and Assessment Committee Minutes/Business
8. Research and Innovation Report including Research and Innovation Committee Minutes/Business
9. Research Degrees Committee Minutes/Business
10. Teaching Quality Committee Minutes/Business e.g., Validation/Periodic Review reports, External Examiner appointments etc.
11. Student Experience Report incl Student Development Committee Minutes/Business
12. Principal's Report
13. Feedback from Student Representatives
14. Actions/outcomes from previous meeting
15. Any other business
16. Date and time of next meeting

**Termly agenda items**

| Autumn Term | Spring Term | Summer Term |
|---|---|---|
| Membership, terms of reference and cycle of business<br>(to confirm)<br><br>*Secretary* | Access & Participation Report<br>(to consider)<br><br>*Head of Access and Participation* | Elections to Council (if required)<br>(to consider)<br><br>*Secretary* |
| Membership and terms of reference of Committees that report to the Academic Board<br>(to approve)<br><br>*Secretary* | Student Appeals, Complaints and Conduct Report<br>(to consider)<br><br>*Student Appeals Complaints and Conduct Manager* | Professional Services Department Report<br>(to consider)<br><br>*Chief Operating Officer & Secretary to Council* |
| Attendance Report covering previous academic year<br>(to consider)<br><br>*Secretary* | Annual Equality, Diversity, and Inclusion report<br>(to consider)<br><br>*VP EDI* | Summary of Annual Quality Improvement Group meetings<br>(to consider)<br><br>*Chair of TQC* |
| External student survey results<br>(to consider) | | |
| Clinical Services Report<br>(to consider)<br><br>*VP Clinical Services* | | |
| HR Strategy Report<br>(to consider)<br><br>*Director of HR* | | |

| | | |
|---|---|---|
| High level Student Progression and Awards data & year to year comparison (all awards) from Exams (Power BI dashboard) (to consider)<br><br>*Head of Examinations and Assessments* | | |
| Institutional Statement on the results of the NSS/PTES and Barometer plus Power BI dashboards, to include comparison year-to-year or benchmarked.<br>(to consider)<br><br>*VP LTA & VP Students* | | |
| **Items to be included in the Academic Board Report to Council** | | |
| **Autumn Term** | **Spring Term** | **Summer Term** |
| Approval of /updates to policies, strategies, OfS Returns etc. | Approval of /updates to policies, strategies, OfS Returns etc. | Approval of /updates to policies, strategies, OfS Returns etc. |
| High level Student Progression and Awards data & year to year comparison (all awards) from Exams (Power BI dashboard) | Risks & Opportunities | Risks & Opportunities |
| Institutional Statement on the results of the NSS/PTES and Barometer plus Power BI dashboards, to include comparison year-to-year or benchmarked. | Staff Honours & Awards | Staff Honours & Awards |
| Risks & Opportunities | | |
| Staff Honours & Awards | | |

# Student Policy Working Group (SPWG)

**Purpose**

The working group serves to develop, amend and scrutinise policies and align them with procedures that impact students, both from within Registry but where appropriate the wider RVC community. As a result, membership of SPWG is wide ranging to ensure that there is representation across academic cohorts for students, academics and professional services colleagues. Members are there not as individuals but as representative of their area or roles. The composition means that consultation is wide ranging, and the TORS allow us to invite temporary members where the policy under scrutiny would make it desirable.

**Schedule for meeting**

Every eight weeks, not in July and August where possible.

**Terms of Reference**

1. To identify Student Policies for review on the following basis:
   - New policies drafted for assessing
   - Existed policies that need amendment
   - Suite of policies that have not been reviewed for a period of time and have been identified as needing assessment
2. Membership of the group will consist of a core group and additional people invited for meetings or for a project level of meetings depending on the policy/ policies being considered
3. Members of the group will be responsible for representing their role across programmes and feedback and input will be required from them to ensure the work of the group has longevity across the institution
4. The work and recommendation of the group will feed into the appropriate RVC committee according to the subject of the policies under review and final approval provided by the Academic Board; this may mean that items go straight to Academic Board for scrutiny following the work of the SPWG.
5. The primary standing item for every meeting that Task and Finish Group Leads update the working group

**Constitution of group**

Administrative support provided by Registry Services Team

Members:
- Registrar
- Deputy Registrar
- Vice Principal for Students
- SU Student Voice Coordinator + 1 SU representative
- Associate Dean for Postgraduate Teaching and Learning
- Associate Dean for Undergraduate Teaching and Learning
- Senior Tutor Representatives
- Senior Member of Learning and Wellbeing
- Vice Principal for Equality, Diversity and Inclusion or representative

To be approved:
Additional Members for reviewing the suite of policies as appropriate.

# Learning, Teaching & Assessment Committee (LTAC)

**Overview**

All the RVC's taught degree courses, both undergraduate and postgraduate, are governed through LTAC. It directs the RVC's activities in teaching and assessment; this includes advising the Academic Board on whether new courses should be created or existing courses closed. It develops the RVC's Learning Teaching and Assessment Strategy, recommending them to the Academic Board for approval. The committee also oversees the RVC's admissions policies and ensures that there are consistent regulations and policies across courses. It also oversees the content of courses, ensuring that there is consistency across the RVC's courses and that they fit within the RVC's strategy.

It would be impractical for LTAC to manage every course, so this work is handled the separate Course Management Committees, which then report directly to the LTAC. LTAC oversees much of what they do by considering their "actions and outcomes" and responding to matters specifically brought to its attention. Some business from CMCs requires formal LTAC approval including new modules and nominations of Course/Deputy Course Directors/Co-Course Directors.

The Committee may occasionally structure its meetings such that predominantly undergraduate and postgraduate business will be dealt with separately, with generic issues considered in a joint part of the meeting.
LTAC also monitors strategic developments in Higher Education and recommends appropriate responses to them.

LTAC reports to and is accountable to the Academic Board. Business from LTAC that should be considered explicitly by Academic Board includes:

- Membership and Terms of Reference
- Approval of Regulations
- Approve 'high risk' new course proposals ('high risk' as defined in the 'Design and Approval of Courses' procedure)
- Major, RVC-wide curricula changes with implications for institutional reputation
- Issues of policy and strategy

**Terms of Reference**

Purpose: *To develop and oversee the provision of a comprehensive range of excellent taught undergraduate and postgraduate courses.*

1) To recommend the RVC's learning, teaching and assessment strategies for approval by the Academic Board, and to promote and monitor their implementation;
2) To make recommendations (in concert with the 'Course Proposal and Development Group') to the Academic Board on the RVC's portfolio of taught courses;
3) To recommend the RVC's student admissions policy for approval by the Academic Board;
4) To promote the development of taught degree programmes by:
   i. considering strategic developments in higher education, both locally and nationally, and making recommendations to the Academic Board;
   ii. reviewing student intake targets;
   iii. approval of new modules once approved by relevant Course Management Committees
   iv. approving 'major' amendments to Programme Specifications (as required by Academic Registry)
   v. approving amendments to Assessment & Award Regulations for Non-Modular award-bearing provision which do not meet the 'Part 1 A&AReg Design rules' (as required by Exams Office).
5) To recommend the RVC's Academic Regulations for approval by the Academic Board;

6) To promote the recruitment, development and retention of teaching staff;
7) To monitor the facilities available for teaching activities and to make recommendations to the College Executive Committee about their suitability;
8) To develop and monitor procedures for assigning the Jim Bee Educator awards.

**Constitution of Committee**

| | |
|---|---|
| Chair | Vice Principal for Learning, Teaching and Assessment |
| Members | 2 academic representatives of each academic department |
| | All Course Directors (or Programme Directors where appropriate) |
| | 1 representative of the College Executive Committee Vice-Principal (Students) |
| | Vice Principal Equality, Diversity and Inclusion |
| | Principal (ex officio) |
| | Academic Director of Assessment |
| | SU President |
| | SU Postgraduate Officer or SU Postgraduate Course Representative |
| | SU Vet Nursing Officer * *if SU President is an UG Vet Nurse student then this position will not be filled* |
| | Undergraduate Veterinary Medicine student (inc. BVSc students from yrs 3-5) * *if SU President is a BVetMed student then this position will not be filled* |
| | SU Undergraduate Sciences Officer * *if SU President is an UG Biosciences student then this position will not be filled* |
| | Two External Members |
| Non-voting Members (Invited to attend) | |
| | Vice Principal (Clinical Affairs) |
| | Associate Deans for Teaching & Learning |
| | Departmental Teaching Coordinators CBS and PPS/Director of Teaching CSS |
| | Chief Operating Officer |
| | Academic Director of Professional Assessment and Development (Clinical) |
| | Registrar |
| | Director of Learning and Wellbeing |
| | Educational Development Manager |
| | Head of Digital Learning |
| | Head of the Graduate School |
| | RVC "Link Tutor" or equivalent for any joint course for which the students are registered elsewhere |
| | Assistant Registrar for Examinations and Assessment |
| | Representative for LSHTM |
| | Secretary - Registrar and/or their nominee |

**Quorum** ½ (half) the number of Members + 1 (excluding non-voting members)

**Standing agenda items**

1) Apologies for absence
2) Minutes of previous meeting
3) Course Management Committee 'Actions and Outcomes' (including approval of new modules approved by CMCs)
4) Feedback from Student Representatives
5) Equality and Diversity issues relating to teaching and learning
6) 'Recruitment and Admissions Committee' minutes/actions log
7) Updates from the 'Course Proposal Development Group' (including new course proposals and course closure)

8) Course Validation Reports (for information only)
9) Blended Learning Project Group update (if required)
10) Nominations for Course/Co-Course/Deputy Directors (for LTAC approval)
11) Actions/outcomes from previous meeting
12) You said…We did…
13) Any other business
14) Date and time of next meeting

**Termly agenda items**

| Autumn term | Spring term | Summer term |
|---|---|---|
| Membership, terms of reference and cycle of business (to approve) | Appointment of CMC Chairs for all recently validated courses (to approve) | Membership, terms of reference and cycle of business (including replacement or re-appointment of members inc. Chair and curriculum managers for coming year) (to consider) |
| Membership and terms of reference of Committees that report to LTAC (to approve) | Student Numbers Report (to consider) | Monitoring of Learning Teaching and Assessment Enhancement Strategy (to consider) |
| Attendance Report covering previous academic year (to consider) | Annual report on Undergraduate Research including presentations and publications (to consider) | Programme Specifications (if required by Academic Registry) (to approve) |
| External Member's Report (oral or written, during Autumn or Summer as appropriate) (to consider) | James Bee Student Choice Awards Update (to approve/note) | External Member's Report (oral or written, during Autumn or Summer as appropriate) (to consider) |
| Assessment & Award Regulations for Non-Modular award-bearing provision only (if required by exams office) (to approve) | Annual monitoring report from Exams and Assessments team re: compliance with RVC Feedback Policy (to consider) | Summary of Annual Quality Improvement Reports (to consider) |
| | | Live Centre Report (to consider) |

# Blended Learning Project Group

## Overview

The purpose of the Blended Learning Project Group is to provide leadership to the strategic development of blended learning at the RVC. It aims to ensure a consistent, pedagogically-based approach to blended learning in order to provide flexible aspects, within the shared purpose and structure of all RVC programmes that meets the learning needs of all students. The work aligns to RVC's vision to provide student-centred, flexible, and inclusive learning experiences, which balance the best of onsite and digital learning opportunities and which are aligned to the Blended Learning Strategy, the Learning, Teaching and Assessment Strategy and RVC's Strategic plan.

The group will ensure that workstreams are delivered in a timely manner and align to other strategic plans/objectives of the College. The group will also ensure that any communications from its activities are made in a timely and effective manner to the wider RVC community. The deliverables will be developed with the longer-term goal of contributing value to the College's existing activities such as the BVetMed Curriculum review; transnational collaborative partnership activities and providing flexible learning opportunities as part of the RVC strategic plan. The project group reports to the Learning, Teaching and Assessment Committee.

## Planning

- To support the design and delivery of flexible curriculum delivery approaches options that provide a consistent and engaging student experience as outlined in the RVC's strategic plan and the Blended Learning Strategy.

- To build a suite of process, procedural and policy documents that build on the blended learning strategy and rubric that set out key processes and resources relating to curriculum development and blended learning.

- To communicate clearly the nature of the blended learning experience to students and staff and to ensure they are supported in having the necessary digital skills.

- To regularly collect and monitor feedback from staff and students from surveys, through DLCs, Course Reps, CMCs, etc. and ensure that mitigating actions are appropriately planned and monitored to have the desired impact.

- To ensure that any proposed changes or development of the curriculum are considered and progressed (where necessary) through the appropriate committees as part of RVC's governance structures.

- To ensure that all delivery planning meets the needs of students and is aligned to the requirements of RVC's professional accrediting bodies, the OFS B3 requirements and external quality benchmarks for blended delivery.

- To ensure that proposed strategies and implementation plans are measurable in terms of their delivery and impact.

**Delivery**

1. To receive regular status updates on the projects within each of the 4 workstreams (Digital Infrastructure for Teaching and Learning; Blended Learning strategy and implementation; Staff Development; and Learner Support) to ensure timely operational delivery of projects, and to identify and manage issues.

2. To monitor its own agreed actions and outcomes and to communicate its work clearly and effectively to ensure the project remains in scope and is delivered on time.

3. To monitor the use of resources to ensure value for money in the delivery of the project.

4. To monitor the risk register and proposed mitigations for the project on an ongoing basis.

5. To embed consideration of the College's commitment to EDI and staff and student well-being in all of its work.

6. To report to Learning Teaching and Assessment Committee (LTAC) at each meeting

**Constitution of group**

Members:
Chair: Director of Learning and Wellbeing
LWB Project Manager (LWB)
Head of Education Development (LWB)
Head of Digital Learning (LWB)
Professor PPS – Director of Assessment
Registrar
Deputy Registrar
Head of the Graduate School, Prof of Companion Animal Pathology
Head of PPS, Professor of Veterinary Anatomic Pathology
Course Director BVM/BVSc
Teaching Coordinator for CBS Associate Professor CBS
Co- Course Director BioSci. Lecturer in Biomedical Sciences
Co-Course Director, Associate Professor CBS
Prof of General Practice CPD
Deputy Director of Veterinary Nursing, Senior Lecturer
Associate Dean Post Graduate, Senior Lecturer in Wild Animal Health
Associate Dean Undergraduate, Senior Lecturer in Veterinary Anatomy
Lecturer of Veterinary Education LIVE
Educational Developer (Curriculum)
SU Representation

Invited to Attend:
Other specialist staff will be invited to attend for relevant items of the agenda.

**Standing agenda items**
1. Apologies for absence
2. Minutes of previous meeting
3. Actions outcomes from previous meetings
4. Review of status updates for workstreams
5. Any other business
6. Date and time of next meeting

**Frequency of meetings**
About every 8 weeks

**Key Considerations**

For each item on the Project Group's agenda, the following will be considered:

- Whether the item requires communication and if so by whom, by what means and to what audience(s)?
- Whether the item has a follow-on action, what is it and who will be responsible?

Furthermore, the Project Group will identify and record all items for which there is:

- A positive or negative impact on our commitment and duties with regard to Equality and Diversity and the Well-being of our staff and students – please consider using the RVC Equality Analysis guidance.
- A financial, reputational or operational impact significant enough to require an amendment to the strategic risk register or, referral to Audit Committee, and Council
- Sufficient quality of confidentiality such that it should be considered or treated as the reserved business of the Steering Group or of the College
- Opportunity for value for money or efficiencies. These can be one of the following and either one-off or recurring:
    - ***Cash savings***, i.e., same level of activity (or more/better) at reduced cost.
    - ***Resource savings***, i.e., same level of activity (or more/better) with fewer resources, such as space or staff time.
    - ***Additional productivity gains***, i.e., same amount of resources/cost to deliver more (or better) activity.
    - ***Capital receipt efficiencies***, i.e., sale of redundant assets, no change to activity

# Course Proposal and Development Group

The Course Proposal and Development Group (CPDG) is an operational group that reports to Learning, Teaching and Assessment Committee (LTAC). The CPDG can review and approve the development of new programmes and the re-development of existing programmes that are aligned to the Strategic Plan 2022-26 to enhance the RVC portfolio. In doing so it aims to make evidence-based decision as to the fit of the proposed changes and then to provide appropriate support to programme/change proposers to develop new or redevelop existing programmes. It also considers the timelines for new initiatives and resource implications, development time and ongoing resource needs.

The CPDG functions in concert with other mechanisms for course change which include:

| Process | Mechanism / Committee | Further information |
|---|---|---|
| Changes to modules and strands that do not have significant resource implications. | Course Management Committee (CMC) | Module Development and Approval<br>Academic Committee Handbook |
| Ongoing enhancement and improvement made by course teams such as updating and minor changes. | | |
| Changes to Regulations governing Credit, Credit Accumulation and Modules. | Module Scheme Management Committee (MSMC) | Academic Committee Handbook |
| Ensuring consistency across RVC awards at any given FHEQ level, in regard to structure, regulations and assessment. | | |

The CPDG is also responsible for approval of partnerships and collaborative provision in relation to taught programmes, excluding those referred to in the table below. The CPDG functions in concert with other mechanisms for approval of collaborative provision which include:

| Process | Mechanism / Committee |
|---|---|
| External partnerships relating to: veterinary medicine Rotations; internships; residencies; nursing placements; and other related clinical training | Clinical Teaching and External Partnerships Working Group (CTEP) |
| International strategic partnerships | Global Engagement Committee |
| Study Abroad and Exchange | |

The CPDG's responsibilities are largely encompassed within four processes:

1. Programme Development and Approval Stages
2. Programme Review and Closure
3. Partnership Approval, Due Diligence and Agreements
4. Partnership Review and Termination/Teach-Out

**<u>Objectives</u>**

- To guide the expansion of the RVC's taught courses portfolio based on the RVC's agreed strategic direction.
- To initiate/review/recommend for strategic approval proposals for development of new courses.
- To initiate/review/recommend for strategic approval proposals for modification of current courses.
- To initiate/review/recommend for strategic approval proposals for development of new collaborative partnerships and provision.
- To make decisions/recommendations in line with the programme development and approval lifecycle.
- To make recommendations for course closure and considerations for 'teaching out' to Academic Board, in agreement with LTAC/RDC (as appropriate) Course Proposal and Development Group terms of reference.

Initial approval of new courses or modification of current courses:

1. New courses must be in keeping with the RVC's Mission and Strategic Plan 2022-26.
2. New courses must complement and strengthen the RVC's portfolio of courses through a clearly articulated values proposition.
3. New courses must be financially viable (able to generate sufficient income to cover development and operating costs and, where applicable, to provide a contribution to academic departments) and sustainable.
4. Must be reputationally beneficial.

Initial approval of partnerships and/or collaborative provision:

1. New partnerships and/or collaborative provision must be in keeping with the RVC's Mission and Strategic Plan 2022-26.
2. New partnerships and/or collaborative provision must complement and strengthen the RVC's portfolio of courses.
3. New partnerships must support the RVC's financial sustainability.
4. New partnerships must support and strengthen the reputation of the RVC.

Closure of programmes and/or termination of taught partnerships

1. Courses, partnerships and/or collaborative provision must be in keeping with the RVC's Mission and Strategic Plan 2022-26.
2. Courses, partnerships and/or collaborative provision must complement and strengthen the RVC's portfolio of courses and support and strengthen the academic and organisational reputation of the RVC.

**Constitution of group**

To fulfil its remit the CPDG includes senior representation from across a range of RVC functions and is charged with guiding the expansion of the RVC's taught courses portfolio based on the RVC's agreed strategic direction.

- Associate Dean for Postgraduate Teaching and Learning
- Associate Dean for Undergraduate Teaching and Learning
- RVC Secretary
- Deputy Principal
- Director of External Relations
- Director of Learning and Wellbeing (Chair)
- Director of Finance or nominee
- Director of International and Strategic Engagement
- Head of Admissions
- Head of Collaborative Programmes
- Registrar or nominee
- Assistant Registrar for Registry Data & Information Systems (RDIS)
- Other Assistant Registrars invited when agenda appropriate
- Student Union President or nominee
- Vice Principal (Learning, Teaching & Assessment)
- Vice Principal (Students)
- Secretary (Non-voting) (to be nominated by Director of Learning & Wellbeing)

CPDG members are encouraged to co-opt or invite a specific individual or individuals (whether internal or external) for advice should specific considerations arise and requisite expertise be required.

| | |
|---|---|
| **Quorum** | ½ (half) the number of Members + 1 (excluding non-voting members) |
| **Frequency** | CPDG shall meet as required to manage new business usually 2-3 times during an academic year.<br>Proposals may be reviewed by correspondence if required in between these meetings. |

**Standing agenda items**

1) Apologies for absence
2) Minutes of previous meeting
3) Proposal and collaborative arrangements tracker and action log (for information only)
4) New programme proposals (if required)
5) Course approvals, course closures and partnership terminations (for information only, if required)
6) Actions/outcomes from previous meeting
7) Any other business
8) Date and time of next meeting

# Teaching Quality Committee (TQC)

## Overview

The Teaching Quality Committee assures the quality and standards of the RVC's taught courses and monitors progress against relevant aspects of the RVC's Learning, Teaching, Assessment and Student Experience Strategy (LTASE), as appropriate. The committee is responsible for ensuring that the RVC satisfies the teaching quality expectations of the Office for Students, that good practice in quality assurance are adhered to and that the impact of any changes are considered in respect to such requirements and guidelines.

It prepares for review and audit visits by the designated external quality body and normally leads on visits from any relevant Professional Statutory Regulatory Bodies including the American Veterinary Medical Association (AVMA), the European Association of Establishments for Veterinary Education (EAEVE), the Royal College of Veterinary Surgeons (RCVS), the Australian Veterinary Boards Council (AVBC) and the Royal Society of Biology. It also oversees the arrangements for courses run in collaboration with other institutions. TQC ensures that appropriate educational development activities are organised through, for example, the training of staff and students who teach at the RVC.

The committee works closely with the individual Course Management Committees; it is responsible for recommending the appointment of External Examiners and ensuring that responses to their reports are provided by the appropriate members of staff. It oversees the systems for obtaining student, graduate and employer evaluations ensuring that the RVC responds where necessary and annually reviews the results of evaluations and subsequent RVC responses. The committee ensures that the procedures for Strand, Module, Elective and Rotation Reviews and Annual Quality Improvement Reports are adhered to by staff and it arranges for each taught course to have a periodic review (every six years), ensuring that processes are effective and thereby promoting improvements in teaching quality.

The Teaching Quality Committee currently has 4 working/sub-groups which support its work in the following areas (Fig 7):

- Student Engagement in Quality Enhancement (SEQEWG) responsible for the range of opportunities for students to engage in dialogue with the RVC to assure and enhance the quality of their learning, including the administration of all student surveys.

- Annual Quality Improvement Groups (AQIG) responsible for overseeing annual quality reporting for the monitoring and review of all courses.

- External Student Survey Results Working Group (ESSRWG) considers the results of two annual national satisfaction surveys – National Student Survey (NSS) and the Postgraduate Taught Experience Survey (PTES). It reports its conclusions and recommendations to the Academic Board via the Teaching Quality Committee and provides Course Directors with its conclusions/recommendations and actions being taken at institutional level in advance of the submission of their 'Annual Quality Improvement Reports'. Staff Teaching Quality Working Group (STQWG) considers alternative mechanisms for assessing and assuring staff teaching quality, encompassing all forms of delivery, not only blended learning, but also pure online delivery for distance learning courses.

- Staff Teaching Quality Working Group is responsible for recommending the RVC's mechanism(s) for assessing RVC staff teaching quality, for approval by the Teaching Quality Committee and Academic Board, and to promote and monitor their implementation.

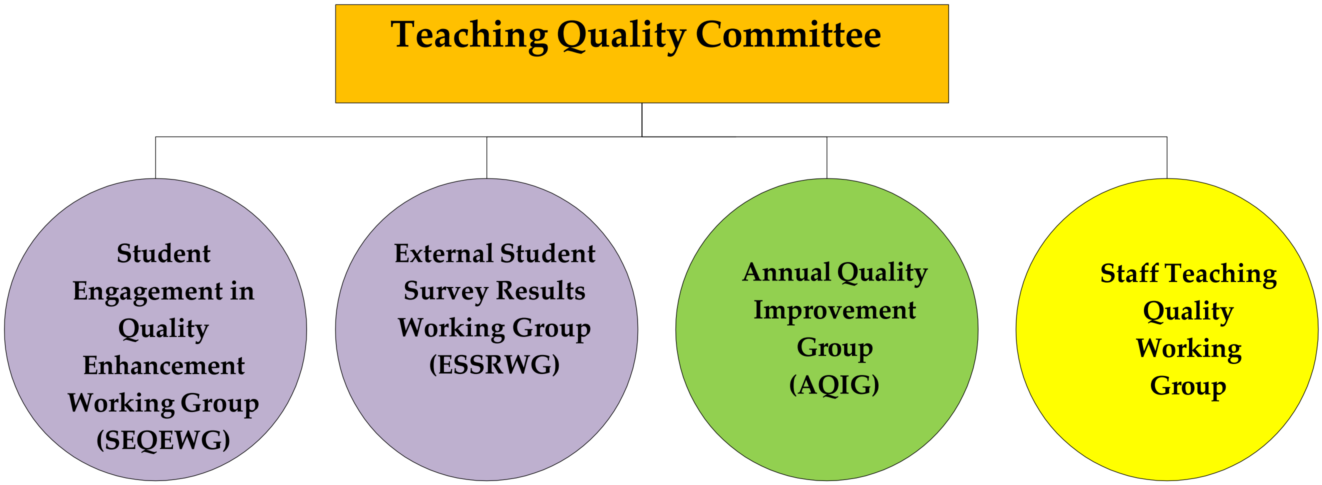



Fig 7. Teaching Quality Committee: Working/Sub-group structure

**Terms of Reference**

**Purpose:** *To assure the consistent and excellent quality of the RVC's courses and the standards of the RVC's awards.*

1. To promote and monitor implementation of the aspects of the Learning, Teaching, Assessment and Student Experience strategy that relate to quality assurance.
2. To develop and monitor the implementation of procedures for the assurance and enhancement of the academic standards of taught awards made by the RVC.
3. To operate processes for the initial validation and comprehensive periodic review of taught courses.
4. To recommend to Academic Board the appointment of External Examiners, and to ensure that the RVC responds appropriately to their reports.
5. To operate schemes to gather evaluations from students, graduates, employers and other appropriate groups and to ensure that they are responded to and acted upon.
6. To oversee staff and educational development activities related to learning, teaching and assessment enhancement.
7. To oversee arrangements for the delivery of courses run in collaboration with other institutions.
8. To ensure the RVC's practices meet the OfS ongoing conditions of registration for quality and standards and where relevant consider guidance from the QAA.
9. To ensure that the RVC meets the standards from the relevant professional bodies e.g., RCVS, AVMA, EAEVE, AVBC, RSoB and similar bodies, unless the process for preparing for such visits is otherwise described by the body conducting the review.
10. To normally oversee the RVC's strategy, and coordination of the RVC's preparations for review visits by the designated quality body for higher education in England.
11. To have oversight of, and to approve, the RVC's annual report that informs the University Quality Enhancement Review (see University of London Regulation 1 paragraph 67.5).
12. To review RVC-wide performance indicators related to teaching and learning, and to ensure that they are acted upon.

**Constitution of Committee**

| | |
|---|---|
| Chair appointed by the Board | A member of the Academic Staff at Senior Lecturer level (or equivalent) or above |
| Members | At least 1 academic representative from each academic department*<br>Principal (ex officio)<br>SU President<br>SU Undergraduate Bioscience Officer<br>SU Postgraduate Officer<br>SU Nursing Officer<br>1 External Member<br>Director of Learning & Wellbeing<br>Registrar or nominee |
| Non-voting Members (Invited to Attend) | Vice-Principal for Learning, Teaching and Assessment<br>Representative of LIVE<br>Associate Dean for Undergraduate Learning and Teaching<br>Associate Dean for Postgraduate Learning and Teaching<br>Head of Educational Development<br>Assistant Registrar for Partnerships<br>Previous Chair of TQC (one year only)<br>Chair of Research Degrees Committee<br>Director of International and Strategic Engagement<br>Assistant Registrar for Programme Management<br>Secretary |

Quorum**:** 40% of minimum constituted members (Ex Officio, Vacant Posts & non-voting members are not counted towards the quorum).

** meaning you only count 1 departmental representative for quoracy.*

**Standing agenda items**

1) Apologies for absence
2) Minutes of previous meeting
3) Actions/ Outcomes from previous meetings
4) Periodic review
5) Validation
6) Audit/accreditation (whichever is current)
7) Partnerships
8) External Examiner Appts
9) Minutes from working/sub-groups
10) You said…We did…
11) Any other business
12) Date and time of next meeting

**Termly agenda items**

| Autumn term | Spring term | Summer term |
|---|---|---|
| TQC Membership, terms of reference and cycle of business (to approve) | Benchmarking report for consideration alongside the registrar's Registry Data Report (to consider) | TQC Membership, terms of reference and cycle of business (including replacement or re-appointment of members including Chair and curriculum managers for coming year) |
| RVC Annual Quality Enhancement Review Report to the University of London (to consider) | Annual Quality Improvement Report for RVC/UoLW MSc LHP and MSc VEPH (to approve) | Annual Summary of Annual Quality Improvement Reports as approved by the TQC Annual Quality Improvement Group (AQIG) in the Autumn and Spring terms (to approve) |
| University of London Quality Enhancement Overview Report (to consider) | External Examiner Report and RVC response (BVM Yr. 4 only) (to approve) | TQC External Member's Report (oral or written, during Autumn or Summer as appropriate) (to consider) |
| TQC External Member's Report (oral or written, during Autumn or Summer as appropriate) (to consider) | Monitoring the quality assurance and enhancement elements of the Learning, Teaching, Assessment and student experience strategy. (to consider) | |
| Module/Strand and Staff Teaching Surveys – Annual Summary of results of previous year (to consider) | | |
| TQC Attendance Report covering previous academic year (to consider) | | |
| Annual Report on Research Degrees | | |

# Annual Quality Improvement Groups
# (Sub-group of the Teaching Quality Committee)

**Terms of Reference**

Consider Annual Quality Improvement Reports (AQIRs) and appendices to:

i. Identify any relevant comparisons within and between Courses of study.
ii. Identify any RVC-wide issues and good practice arising from the AQIRs.
iii. Alert the RVC as a whole to any obstacles which are preventing a course from achieving its objectives.
iv. Assure the RVC that the AQIRs and associated appendices have been given appropriate scrutiny.
v. Trigger an interim review of the course if it is felt to be underperforming.

After each of the Annual Quality Improvement Group (AQIG) meetings have taken place, the Assistant Registrar for Accreditation & Validation Management and Chair of Teaching Quality Committee will produce a summary report to confirm that the above terms of reference have been considered.

**AQIG Secretary and Chair please note:**
It is important to let the Course Director know that they may amend their AQIR after the AQIG meeting (within a short timeframe) and re-submit a final version to the Secretary of the AQIG meeting who will forward the AQIR onto the relevant Course Management Committee for consideration.

**Constitution**

Members - required to attend:

- TQC Chair or their nominee e.g. Deputy Chair of TQC (Chair)
- Accreditation & Validation Management team member (Secretary)
- Course Director (including Co-Course Directors and those from Collaborative Partners if applicable) or their nominee e.g. Deputy Course Director (where applicable)
- Year Leader (where post exists)
- Associate Dean for Undergraduate or Postgraduate Teaching and Learning
- Assessment & Examinations Manager or representative
- A maximum of two Academic Registry Programme Administrator colleagues will attend on a rotation basis.
- Programme Administrators from sections outside Registry will continue to be invited to attend
- Student Representative from the academic year under review (or in the case of undergraduate final years and postgraduate courses, a student rep from the current academic year)
- PG SU Officer

Invited to attend:

- External Member (e.g. External Member of CMC)
- Exam Board Chair or Deputy Chair
- Vice Principal (Students)
- Representative(s) from collaborative partners
- Vice Principal for Learning Teaching and Assessment (where Associate Dean for UG/PG Learning and Teaching is unavailable)
- In addition, for AQIGs relating to Year Leader 3, 4 and 5 BVetMed and Bachelor of Veterinary Science/Course Directors Overview BVetMed and Bachelor of Veterinary Science: RVC Academic Link person and personnel as appropriate from Aberystwyth University.

# External Student Surveys Results Working Group
# (Sub-group of the Teaching Quality Committee)

The External Student Surveys Results working group operates as a sub-group of the 'Teaching Quality Committee' to consider the results of two annual national satisfaction surveys[1] – National Student Survey (NSS) and the Postgraduate Taught Experience Survey (PTES).

The group will hold two meetings, one for each survey, early during the Autumn term. The group will report its conclusions and recommendations to the Academic Board via the Teaching Quality Committee. It will also provide Course Directors with its conclusions/recommendations and actions being taken at a RVC wide level in advance of the submission of their 'Annual Quality Improvement Reports'.

**Constitution:**
Chair: Teaching Quality Committee Chair

Members:

- Vice-Principal Learning Teaching & Assessment
- Vice-Principal Students
- Associate Dean UG/PG (as appropriate)
- Registrar (Postgraduate meeting only)
- Deputy Registrar (Undergraduate meeting only)
- Assistant Registrar for Accreditation & Validation Management
- Student Participation Manager
- Academic Directors of Assessment
- Director of Learning and Wellbeing
- Academic Departmental Teaching Coordinators
- Director of Infrastructure Services
- Relevant Course Directors
- Head of Students' Union
- SU Representation*
- Secretary – Accreditation & Validation team member

**During any academic year where this role is taken by an undergraduate student, then the Postgraduate Officer should also be invited to the ESSRWG PG meeting. If the role is taken by a PG student, then an undergraduate SU Officer/ SU Course Rep should also be invited to the ESSRWG UG meeting*

*Further membership to be considered as dependent upon results (e.g. Assistant Registrar for Partnerships, IMR Directors, EMS Director, Placement & Rotations Manager etc.)*

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[1]

RVC also takes part in other national student satisfaction surveys and these results may be shared with this group if relevant:
- biannually in the nationally available 'Barometer Survey' conducted by Tribal Group. These results are considered by the Student Development Committee
- annually in the Postgraduate Research Experience Survey (PRES) which runs in parallel with PTES and gathers information about the experience of any research student on a doctoral or research master's course. These results are considered by the Research Degrees Committee.

**Terms of Reference**

i. Review results of the two national satisfaction surveys:
   - National Student Survey
   - Postgraduate Taught Experience Survey
ii. Identify any RVC wide issues and responses/actions
iii. Submit the minutes of the meeting to the Teaching Quality Committee
iv. Report conclusions and recommendations to the Academic Board, via the Teaching Quality Committee
v. Identify any additional staff/committees who should receive information or be asked to take forward actions
vi. Enable Course Directors to disseminate key themes from survey results and identified actions to course teams.
vii. Informs the RVC-wide statement drafted by VP LTA and VP Students

# Staff Teaching Quality Working Group
# (Sub-group of the Teaching Quality Committee)

**Overview**

The working group has been established upon the request of the Teaching Quality Committee. At a meeting of the TQC in November 2020, it was agreed that the existing mechanism for evaluating and assuring the quality of staff teaching through a ‘staff teaching survey’ conducted with students was not effective. Instead the committee requested that a working group be established to consider alternative mechanisms for assessing and assuring staff teaching quality. The committee noted that any new mechanism should encompass all forms of delivery, not only blended learning, but also pure online delivery for distance learning courses.

**Terms of Reference**

Purpose: To recommend the RVC's mechanism(s) for assessing RVC staff teaching quality, for approval by the Teaching Quality Committee and Academic Board, and to promote and monitor their implementation.

**Constitution of group**

Acting Chair, Director of Learning and Wellbeing
Staff Development Manager - Human Resources
Head of Department - Comparative Biomedical Sciences
Head of Department - Pathobiology and Population Sciences
Pathobiology and Population Sciences representative
Director of Distance Learning Programmes
Lifelong Independent Veterinary Education (LIVE) representative
Head of Operations - Human Resources
Head of Department – Clinical Science and Services
SU Vice President for Representation and Communications
SU Postgraduate Officer
Director of Teaching: Clinical Science and Services
Departmental Teaching Coordinators: Comparative Biomedical Sciences
Departmental Teaching Coordinators: Pathobiology and Population Sciences
Secretary, (to be nominated by the Director of Learning & Wellbeing)

# Student Engagement in Quality Enhancement Working Group
# (Sub-group of the Teaching Quality Committee)

**Purpose:**
To operate as a sub-group of the Teaching Quality Committee and support the delivery of the RVC's 'Strategy for Enhancement and Assurance of the Quality of Learning, Teaching and Assessment, 2013-21'. Specifically, to:

i. Create, review, refine and promote a range of opportunities for students to engage in dialogue with the RVC to assure and enhance the quality of their learning.
ii. Develop effective processes for the administration of all student surveys, ensuring ease of access for students and staff (including undergraduate/postgraduate). Promote and enable effective "closing of the loop" on quality assurance and enhancement activities, including administering and advising on processes for publishing and disseminating timely responses to student survey feedback.
iii. Recommend to the Teaching Quality Committee policy and procedures governing student engagement in quality enhancement activities.
iv. Identify opportunities to disseminate information about student representation and engagement activities to both staff and students.
v. Ensure the RVC meets the requirements of the Office for Students and its relevant accrediting bodies with regards to student engagement in quality assurance and enhancement activities.

Note: Approval of this working group must be sought for proposals relating to the administration of any formal RVC survey which will be conducted with an entire course or cohort of students. This enables the working group to manage possible conflicts in the scheduling of formal RVC student surveys, including those conducted as part of RVC Academic Quality procedures and specific departmental surveys.

Approval of this working group is not needed for requests relating to:
- informal student feedback by RVC staff, for example through polling software, informal discussions with groups of students.
- Student Panels: opportunity for students to provide feedback on a wide variety of student activities and are a key element of our Student Voice Strategy.
- research surveys, rather the RVC's 'Ethics and Welfare Committee' and its sub-groups deal with ethical review process for ~~i~~internal social science projects involving human participation, questionnaires, interviews and educational interventions.

**Constitution of group**
Chair (TQC Chair)
Secretary (appointed by Registrar)

Associate Dean for Undergraduate Teaching and Learning
Vice-Principal Students
Associate Dean for Postgraduate Teaching and Learning
Director of Learning & Wellbeing

SU Postgraduate Officer
Head of the Students' Union
SU Student Voice Coordinator
SU Representation

Course Director, FdSc BSc Veterinary Nursing
Year Leader, Veterinary Nursing
Course Director, Certificate in Advanced Veterinary Nursing
Course Director, BVetMed
One additional academic representative for BVetMed
Course Director, Biosciences
One additional academic representative for Biosciences
Postgraduate Course Director representative
Veterinary Education representative

LIVE representative IT
representative
Marketing Representative Student
Participation Manager Student
Participation Officer Graduate
School representative

# Student Development Committee (SDC)

**Terms of Reference**

**Purpose:** *To ensure that specialist student support services meet the needs of the student body and complement the formal taught or research provision for all students.*

1. To take a strategic approach to further development of support services through alignment with the RVC's Strategic Plan and national best practice guidelines as well as through discussion with both students and staff.
2. To take a project driven approach to continue to improve common support service provision, both in-house and out-sourced, for all students irrespective of programme of study. This will include:
    - Tutoring arrangements in each course
    - Generic advice, welfare and support services
    - Careers and employability support
    - Library and information Services
    - Study Skills Services
    - Accommodation provision
3. To produce and receive evaluations of support services from both the whole RVC and individual course perspective. To evaluate and benchmark reports of service use and relevant student survey data. To report findings and liaise with Teaching Quality Committee and Research Degrees Committee as appropriate.
4. To consider and comment upon development plans for support departments.
5. To ensure that in total there is complementary and rounded provision to enable student success.

**Constitution of Committee**

| | |
|---|---|
| Chair | A member of the Academic Board appointed by the Board |
| Members | Senior Tutors representing Undergraduate and Postgraduate students (or a deputy if they are unable to attend)<br>Associate Deans for Teaching & Learning<br>Director of Learning & Wellbeing / Head of the Advice Centre<br>Head of the Graduate School<br>Registrar<br>Deputy Head of Learning & Wellbeing / Head of the Advice Centre<br>Head of the Careers Service<br>Infrastructure Operations Director<br>Head of Access and Participation<br>Head of Educational Development<br>SU Vet Nursing course representative OR SU Vet Nursing Officer<br>SU Undergraduate Biosciences course representative OR SU Undergraduate Sciences Officer OR SU Camden Officer if a UG Biosciences student<br>SU Postgraduate course representative OR SU Postgraduate Officer<br>SU Representation*<br>An external member with substantial experience of evaluating service departments |

**during any academic year where the role is not taken by an undergraduate medicine student, then SU BVetMed Course Rep should be added as an additional member for that year*

Non-voting Members (Invited to Attend)

Other specialist staff will be invited to attend for relevant items of the agenda.
Secretary – appointed by Director of Learning and Wellbeing

**Quorum** ½ (half) the number of members + 1 (excluding non-voting members)

**Standing agenda items**

1) Apologies for absence
2) Minutes of previous meeting
3) Feedback from Student representatives
4) Contextual updates from other activities
5) Current projects
6) Discussion of future projects
7) Actions/outcomes
8) Any other business
9) Date and time of next meeting

**Termly agenda items**

| Autumn term | Spring term | Summer term |
|---|---|---|
| Membership, terms of reference and Cycle of business (to approve) | Annual Reports of Student Support Services (to consider) | Membership, terms of reference and cycle of business (including replacement or re-appointment of members inc Chair and curriculum managers for coming year) (to consider) |
| Reflection on Student Development Committee Strategy | PREVENT Strategy Update | External Member's Report (oral or written, during Autumn or Summer as appropriate) (to consider) |
| Attendance Report covering previous academic year (to consider) | Annual Reports of Student Support Services (to consider) | Annual Reports of Student Support Services (to consider) |
| Update on Access and Participation | | |
| Annual Reports of Student Support Services (to consider) | | |

# Research Degrees Committee (RDC)

**Overview**

The Research Degrees Committee (RDC) manages the RVC's arrangements for the MRes, MPhil, PhD and ProfD degrees. It assures the standards of these courses and oversees the arrangements for student registration, progress, training, supervision and examination, including regulations, policies and procedures for each of these areas. Through evaluations, the RDC monitors student experience across the courses. As the Teaching Quality Committee does for taught courses, the RDC ensures the ongoing conditions for registration of the Office for Students and that guidelines from Research Councils (e.g. BBSRC) are followed and recommends amendments to the RVC's regulations and practices as appropriate.

The committee also ensures that the quality of supervision is maintained by approving training requirements for supervisors. The RDC also has responsibility for the approval of suitable examiners for research degrees.

On a broader level, the committee's remit additionally covers the development of level 8 research components on all postgraduate courses, liaising closely on this with the Research & Innovation Committee and, where appropriate, Masters Course Directors.

**Terms of Reference:**

**Purpose:** To assure the quality and standards of the RVC's Research Degrees and to make recommendations on their award.

**Strategy and Planning:**

1. To recommend the RVCs strategy for the MRes, MPhil, PhD and ProfD programmes for approval by the Academic Board, and to promote and monitor its implementation.
2. To develop, implement and monitor policies, procedures and regulations in respect of the MRes, MPhil, PhD and ProfD degrees and for the assurance of the academic standards of research degree awards made by the RVC.
3. To develop, and monitor the implementation of, procedures for the registration, progress, training, supervision and examination of candidates for the degrees of MRes, MPhil, PhD and ProfD.
4. To approve any proposed changes to the programme specification for a particular programme of study (e.g. introduction or adoption of new taught modules).
5. To approve any proposed changes to the form of examination for the MRes, MPhil, PhD and ProfD degrees.
6. To recommend to the Academic Board the appointment of Examiners for the awards of MRes, MPhil, PhD and ProfD (level 8 components), to consider their reports and to ensure that the RVC responds appropriately. *****
7. To make recommendations to the Academic Board for the award of MRes, MPhil, PhD and ProfD degrees.
8. To monitor the quality of provision for the MRes, MPhil, PhD and ProfD degrees. As an English provider of Higher Education, we must meet the Office for Student (OfS) ongoing conditions of registration.
9. To monitor students' experience of their course and to take action as necessary to improve it.
10. To ensure that the RVC's practices are consistent with guidelines and codes of practice issued by the BBSRC and similar bodies.
11. To have oversight of, and to approve, the RVC's annual report that informs the University Quality Enhancement Review (see University of London Regulation 1 paragraph 67.5).
12. To ensure the proper discharge of the RVC's responsibilities in respect of these programmes by:
    - 12.1.1. Approving and implementing training requirements for staff inclusion on the list of suitably trained supervisors.
    - 12.1.2. Recognising institutions for inclusion in the Partner Research Institute (PRI) scheme.
    - 12.1.3. Recognising collaborations/partnerships with new organisations.
13. To encourage the strategic development of level 8 research components of <u>all</u> postgraduate courses.
14. To liaise closely with the Research & Innovation Committee, especially in matters such as approval of supervisory teams, research environment and research groups to host MRes, MPhil, PhD or DProf degree students.

***** Academic Board approval of the appointment of examiners for MRes, MPhil, PhD and DProf candidates will normally be provided via Chair's action, with report to the subsequent meeting of Academic Board, to ensure that there is no delay in the ratification process.

**Constitution of Committee:**

**Chair:** A member of the Academic Board appointed by the Board (Chair)

**Members:**
Head of the Graduate School
Vice-Principal for Research and Innovation
One experienced research degree supervisor, plus a named deputy, from each academic department
SU Postgraduate Officer(s)
Three postgraduate research student representatives who together reflect the different modes and locations of study
Three External members who together reflect the range and type of research degrees offered by RVC*
The Course Director for the Professional Doctorate (DProf) Programme
The Course Director for the Masters of Research (MRes) programme
Student Participation Manager
Student Voice Coordinator

* Should the RVC exercise its Degree Awarding Powers the number of External Members will be increased to four.

**Non-voting members (invited to attend)**
Principal (ex officio)
Postgraduate Programme Manager
Director of Learning and Wellbeing (or their representative)
Secretary (Committees Governance Administrator)

**Quorum:** The effective advisory quorum for the RDC is ½ (half) the number of Members + 1 (excluding non-voting members)

**Standing Agenda Items**

1) Apologies for absence
2) Minutes of the previous meeting
3) Training evaluations [a]
4) Nomination of external examiners [Reserved business]
5) Recommendation of Research Degree awards [Reserved business]
6) Feedback from Student Representatives [a]
7) Student Details [Reserved business][a]
8) Actions/outcomes from previous meeting [a]
9) Any other business
10) Date and time of next meeting

[a]not at the (summer reserved business) meeting

**Termly agenda items**

| Autumn term | Spring term | Summer term |
|---|---|---|
| Membership, terms of reference and cycle of business<br>(to approve) | University of London Quality Enhancement Review<br>(*to note) | Membership, terms of reference and cycle of business (including replacement or re-appointment of members inc. Chair and curriculum managers for coming year)<br>(to consider) |
| External Members' Report [oral or written, during Autumn]<br>(to consider) | Independent Chairs<br>(to approve) [reserved business] | Update of Code of Practice<br>(to approve) |
| Attendance Report covering previous academic year<br>(to consider) | Update of Programme Specifications (if required by Academic Development)<br>(to consider/approve) | Student Details (*to note)<br>[Reserved business]<br>i. Details of current research students<br>ii. Students gaining awards during previous academic year |
| Postgraduate Research Experience Survey results (to consider) | Update of Assessment and Award Regulations<br>(to consider/approve) | Annual Equality & Diversity report (to consider) [report from Spring Academic Board], Head of EDI to be invited to meeting |
| Student Details (*to note)<br>[Reserved business]<br>i. Details of current research students<br>ii. Students gaining awards during previous academic year (completions & withdrawals)<br>iii. Appeals & complaints (during previous calendar year)<br>iv. Recruitment profiles of previous academic year's starters) | Student Details (*to note)<br>[Reserved business]<br>i. Details of current research students<br>ii. Students gaining awards during previous academic year | |
| Employment Destinations – Graduate Outcome survey<br>(to consider) [Reserved Business] | Annual Review of Teaching and Learning in Higher Education (to consider) | |
| Annual Report on Research Degrees<br>(to consider) | | |

# Research & Innovation Committee (RIC)

The Research & Innovation Committee's aim is to oversee, co-ordinate and advance research and innovation at RVC. It will achieve this through the formulation and implementation of research & innovation strategies, which it recommends to the Academic Board, and the monitoring of research and innovation activity against those strategies. The RIC also safeguards and promotes excellence in the RVC's research. It ensures that procedures are in place to promote the professional development of research staff and that there are effective policies to assure the quality of the research that is conducted. RIC monitors the RVC's research facilities and support staff and makes recommendations to the College Executive Committee about their suitability. RIC is responsible for overseeing the application of any internal funding for research and innovation, in accordance with the RVC's research and innovation strategies and terms and conditions of funding. The RIC co-ordinates the RVC's submissions to assessments of research, innovation, and knowledge exchange that are conducted by external organisations (e.g. REF and KEF). RIC also monitors national and international developments in research and best practice in innovation policy that might affect the RVC and devises appropriate responses. The RIC works with the Graduate School to ensure that postgraduate research activity is aligned with the RVC's research and innovation strategies.

The RIC is supported by two subgroups, the Research Working Group and the Innovation Working Group, which are chaired by the Associate Deans for Research and Innovation, respectively. The two subgroups administer and report routine business operations within guidelines and delegated authority levels set by the RIC. They facilitate preliminary discussions of issues and proposals with researchers and submit them to RIC for consideration and/or approval.

**Terms of Reference**

**Purpose**: *To oversee and develop research and innovation at RVC.*

1. To foster an effective and supportive environment for research and innovation at RVC, through the development, implementation and monitoring of the RVC's strategies;
2. To recommend to Academic Board the RVC's research and innovation strategies, and to promote and monitor their implementation;
3. To recommend to Academic Board policies and regulations for good research practice;
4. To promote research and innovation income generation and support the RVC's impact goals;
5. To oversee the creation, protection and exploitation of intellectual property arising from RVC's research;
6. To develop and monitor procedures for communicating information about the RVC's research internally and externally;
7. To promote and monitor the recruitment, development and retention of research staff, including early career researchers;
8. To monitor the facilities and support available for research and to make recommendations to the CEC about their suitability;
9. To oversee the RVC's strategy for, and submissions to, national and international assessments of research, innovation, and knowledge exchange;
10. To consider strategic developments and national initiatives in research and innovation and to make recommendations to the Academic Board;
11. To oversee the effective use of any internal funding for research and innovation;
12. To work with the Graduate School in matters relating to graduate research activity and the graduate research environment.

**Constitution**

| | |
|---|---|
| Chair | Vice Principal for Research and Innovation |
| Members | 3 Heads of Academic Departments |
| | Associate Dean for Innovation |
| | Associate Dean for Research |
| | 3 RVC Research Coordinators |
| | Head of the Graduate School |
| | Director of Research & Innovation Office |
| | Up to 2 optional supernumerary members, appointed by RIC for 2 years (renewable) |
| Non-voting members | |
| | Secretary |
| | Researcher Association Representative (open business only) |
| | Head of Research Development |
| | Head of Commercialisation & Knowledge Exchange |
| | CEO of LBIC |

**Quorum** ½ (half) the number of members + 1

**Standing agenda items**

1. Apologies for absence
2. Minutes of previous meeting
3. Report of the Research Working Group
4. Report of the Innovation Working Group
5. Report of the Graduate School
6. Actions/outcomes from previous meeting
7. Submitted papers
8. Any other business
9. Date and time of next meeting

**Termly agenda items**

| | **Q3 meeting (Sep)** | **Q4 meeting (Nov/Dec)** | **Q1 meeting (Feb/Mar)** | **Q2 meeting (Jun/Jul)** |
|---|---|---|---|---|
| **Audit** | Annual review of performance against R&I strategy targets and KPIs (to note/discuss) | Annual review of external research funding and outputs (to note/discuss, RIO) | Annual review of innovation/KE activity, reporting, funding and spend (to note/discuss, IWG) | Annual review of internal research funding (to note/discuss, RWG) |
| **Focus** | Discussion of research administration and fit to strategy | Discussion of research culture and fit to strategy | Discussion of Graduate School activity and fit to strategy | Discussion of research facilities and fit to strategy |
| **Approve** | Review membership, terms of reference and cycle of business (to approve) | Formal approval of internal PhDs (to approve) | | |

# Recruitment and Admissions Committee (RAC)

**Overview**

The Recruitment and Admissions Committee ensures that there is consistency in the admissions strategy and processes for all RVC taught courses. It is responsible for developing, determining and monitoring the selection processes for all taught programmes at the RVC. It is a sub-committee of LTAC, but liaises closely with the CMCs and the planning meeting that recommends admissions targets to CEC.

The Committee normally meets four times per year:

- November/December: to review the previous year with a view to make changes, where necessary, in time for the prospectus publication;
- February/March to review processes during the current year with a view to change any processes ahead of the next admissions cycle (April deadline);May/June: to review processes during the current year with a view to change any processes ahead of the next admissions cycle;
- August: to reviews the confirmation and clearing processes for courses for the forthcoming academic year.

The Committee does not make decisions or recommendations concerning a course's entry requirements unless the relevant Course Director or CMC Chair is present. RAC reports to the Learning, Teaching and Assessment Committee, and its recommendations are subject to approval by LTAC.

**Terms of Reference**

1. To recommend and monitor admissions policies and procedures for all taught courses including those related to:
    - Entry requirements;
    - Non-UK Qualifications;
    - English language requirements;
    - New qualifications as entry routes to existing or new programmes.
2. To ensure that the RVC's admissions policies and regulations remain consistent with legislation and take account of relevant developments in the sector, including the SPA Fair Admissions Principles.
3. To monitor the effectiveness of admissions policies to ensure that practices remain fair, transparent, promote equality of opportunity and are consistently applied in relation to all taught provision.
4. To monitor the impact of both external trends (e.g. policy developments; patterns of demand for undergraduate or postgraduate study, changes in competitor behaviour) and internal developments on student recruitment and admissions (including widening participation to both undergraduate and postgraduate programmes) and implement changes as necessary.
5. To play an active role in the course development process, making recommendations for admissions policies and procedures for each new taught course that is developed.
6. To be responsible for determining and monitoring processes at Confirmation and Clearing to ensure RVC's targets are achieved and confirming which applicants should be admitted to undergraduate courses.

**Constitution of Committee**

<u>Chair</u> The Chair of LTAC or their nominee

<u>Members:</u>

Course Director for each course or the Chair of the course's CMC
Deputy Principal
Associate Dean for Postgraduate Teaching & Learning
Associate Dean for Undergraduate Teaching & Learning
Vice Principal Students
Registrar
Chief International Officer & Director of Strategic Partnerships
Head of Admissions & Applicant Services
Head of Access & Participation
Assistant Registrar for Registry Data & Information Systems
Head of Student Recruitment & Widening Participation
Head of Graduate School
Director of External Relations
Head of Marketing & Communications

<u>Non-voting Members (Invited to Attend)</u>

Secretary – Deputy Head of Admissions

**Quorum** One third of the number of members + 1 (excluding non-voting members)

# Course Management Committees (CMC)

These are operational committees that manage the RVC's courses and ensure that RVC policies and procedures are put into practice at course level.

The CMCs also provide an important forum for the students' voice and for their concerns to be addressed by the RVC. Chairs should always ensure that students are encouraged to participate in meetings and that their opinions are treated as objectively as those of staff members.

**Overview**

CMCs are sub-committees of LTAC, to which they submit reports of "Actions and Outcomes" for consideration. Where required, CMC's exchange information with other committees (such as the Teaching Quality Committee)

For courses that receive external accreditation, the CMC monitors accreditation status of the course, and oversees any activity (for example changes to teaching or curricula) which may impact accreditation status.

For courses that are run in collaboration with others, an important part of the CMC role is to ensure effective communication and interaction between the RVC and collaborative partner(s) institutions regarding the day to day running of the course.

Core CMC business is defined as:
1. Approval of new modules*;
2. Approval of significant changes to courses;
3. Consideration of Annual Quality Improvement Reports;
4. Consideration of enhancement-based Action Plans;
5. Consideration of students' views about what has worked well and areas for improvement;
6. Consideration of entry requirements, in order to make any appropriate recommendations to the 'Recruitment and Admissions Committee';
7. Approval of changes to Assessment and Award Regulations;
8. Appointment of Module Leaders;
9. Working in partnership with students to make improvements in the effectiveness of their learning.

*Populations (Distance Learning):* The committee shall meet at least once a year.

<u>*Course Management Committees for new courses*</u>

One of the post-approval requirements for the validation of a new course is to assign the course to the remit of a Course Management Committee (refer to the RVC's procedure for **Design and Approval of Courses** for more information on validation of new courses).

**In the case of BVetMed references to 'modules' relate to strands/electives/rotations.*

**Purpose**

*The core functions of Course Management Committees are:*

i. To "curate" and develop the portfolio of modules in their subject area(s);
ii. To promote the development and enhance the quality of the courses within their remit.

**Terms of Reference**

In respect of modules* and courses within the CMC's remit:

1. To share good practice in teaching, learning and assessment in the subject area;
2. To improve students' learning experience through future development of courses;
3. To keep under review their aims, entry requirements, learning outcomes, content, structure and assessment, in order to ensure that they respond to changing needs;
4. To ensure that the course continues to meet the requirements of appropriate accrediting bodies;
5. To approve within modules changes, new or replacement modules;
6. To consider the closure of modules;
7. To recommend any major changes to courses;
8. To ensure that their academic standards are at the appropriate level of the FHEQ;
9. To recommend enhancement based action plans in response to feedback from students, graduates, employers and External Examiners;
10. To consider the Annual Quality Improvement Reports;
11. To respond to the recommendations of Periodic Reviews;
12. To identify and exploit opportunities for collaboration between courses;
13. To advise College Executive Committee and/or Heads of Department on the academic resources required;
14. To carry out any other appropriate functions necessary for the courses' and modules' success.
15. Monitor accreditation status and any activity which impacts accreditation

*The Postgraduate Medicine Course Management Committee has the following terms of reference in addition to those listed above:*

1. To approve the Code of Practice for Residents and Interns, including the progress assessments.
2. To monitor the accreditation status of the RVC's Residency Programmes, ensuring that appropriate action is taken to maintain their accreditation.

**In the case of BVetMed references to 'modules' relate to strands/electives/rotations.*

**Constitution of CMCs (excluding Undergraduate Medicine)**

Chair — Relevant Associate Dean

Members — Course Director/s
Deputy Course Director
Year Leaders
Pathway Leaders
At least one student representative for each year of each course (where in post)
Representative(s) from each collaborating institution (as appropriate, or as stated in the MoA)
At least one external member
*Veterinary Nursing CMC only - Head of Veterinary Nursing school*

Non-voting Members (invited to attend)

Assistant Registrar for Programme Management or their representative Assistant Registrar for Examinations and Assessment or their representative Relevant Heads of Academic Department
Relevant Academic Departmental Teaching Coordinators
Representative of Learning and Wellbeing
Secretary appointed by the Registrar or nominee
Relevant Programme Manager(s) and Administrators attend on a rotation basis to produce a written report to the Registry Leadership Team

- Postgraduate CMCs only - SU Postgraduate Officers(s) (with the intention that the officers can attend when they feel appropriate/required, alongside the relevant SU PG course reps who are voting members)
- Veterinary Nursing CMC only – SU Veterinary Nursing Liaison Officer (with the intention that the officers can attend when they feel appropriate/required, alongside the relevant SU PG course reps who are voting members)
- Biological and Biomedical CMC only – SU Undergraduate Science Officer (with the intention that the officers can attend when they feel appropriate/required, alongside the relevant SU PG course reps who are voting members)
- Populations CMC only - Representative of Pathobiology and Population Sciences (re: Intensive Livestock Health and Production)
- Postgraduate Medicine CMC only – Head of Graduate School

**Quorum** ⅓ (one third) the number of Members + 1 (excluding non-voting members)

Please note that:

- Module Leaders are not included on the constitution of CMCs, however they are always able to attend committee meetings although are under no obligation to do so and should be informed of the meeting dates by the committee secretary.
- A representative of LIVE should be invited to attend a CMC where the agenda identifies a specific item to which he/she can make a particular contribution.

**Constitution of Undergraduate Medicine CMC**

Chair — Appointed by Learning, Teaching and Assessment Committee (unless specified otherwise in the Memorandum of Agreement [MoA] for a collaborative course)

Members — Course Director/s Year/Module/Strand Leaders

A student representative for each year of each course, to include a student representative from Year 1 and Year 2 of the Bachelor of Veterinary Science

1 or more representative(s) from each collaborating institution (as appropriate, or as stated in the MoA)

Between 1 and 3 external members (Normally Reps. of employers &/or relevant professions)

Relevant Head/s of academic Department or their nominee/s

AHEMS Director, DOP's Director, Director of Rotations, EMS Director, Director of Electives, Professor of General Practice (representing the First Opinion Teaching Practices) Leader of Research Project, Farm animals off-site rotations representative, Learning & Wellbeing representative
Sustainability Champion

Non-voting Members (invited to attend)

Secretary appointed by Registrar or their nominee
Assistant Registrar for Programme Management or their representative
Assistant Registrar for Examinations and Assessment or their representative
Relevant Programme Manager(s) and Administrators attend on a rotation basis to produce a written report to the Registry Leadership Team
Relevant Academic Departmental Teaching Coordinators
Associate Dean – Undergraduate Teaching and Learning
Chair of LTAC
Representative of LIVE
Placement Year Coordinator,
Academic Directors of Assessment,
Special Species representative
Study Skills Tutor
RVC link academic for Bachelor of Veterinary Sciences

**Quorum** — ⅓ (one third) the number of Members + 1 (excluding non-voting members)

**Standing agenda items**

1) Apologies for absence
2) Minutes of previous meeting
3) Feedback from SU Course Representatives
4) Module/Strand Reviews and/or Module/Strand survey results (only required when section 2.6 or 2.7 of the Module/Strand Review records specific items for CMC attention)
5) 'Actions and Outcomes'
6) You said…We did…
7) Any other business
8) Date and time of next meeting

*In addition, for the 'Education' CMC, a standing agenda item exists to receive an update from the PG Medicine CMC on any pertinent issues relating to the 'PG Diploma Veterinary Primary and Accessible Care and Education'.

**Termly agenda items**

| Autumn term | Spring term | Summer term |
|---|---|---|
| Membership, terms of reference and cycle of business (to note) | Annual Quality Improvement Report (if available) (to consider) | Membership, terms of reference and cycle of business (including replacement or re-appointment of members inc. Chair and curriculum managers for coming year) (to consider) |
| Annual Quality Improvement Report (if available) (to consider) | Populations/Veterinary Education/Postgraduate Medicine CMCs only – RVC Student survey results (to consider) | Annual Quality Improvement Report (if available) (to consider) |
| External Member's Report (oral or written, during Autumn or Summer as appropriate) (to consider) | Items for discussion from the Board of Examiners (if applicable) | External Member's Report (oral or written, during Autumn or Summer as appropriate) (to consider) |
| Attendance Report covering previous academic year (to note) | | |
| NAVLE Score Report (Undergraduate Medicine CMC only) (to consider) | | |
| Results of the biennial Accreditation Standards Survey (Undergraduate Medicine CMC only) (to consider) | | |
| Items for discussion from the Board of Examiners (if applicable) | | |

## APPENDIX 1 – ACADEMIC COMMITTEE PAPER COVERSHEET

**RVC** committee name **– AGENDA ITEM**

**Executive Summary & Report:** *Title of report*

**Prepared by:** *name/ title* **Presented by:** *name/ title*

**To be considered at** *Committee Name* **meeting on:** *date*

**Action:** *to note/to consider/to approve (delete as appropriate)*

**Approval obtained from other committees/or pending:** *committee name and meeting date/[expected] date of approval*

**If paper requests a change to examinations and/or assessments, please confirm this proposal has been discussed with the Head of Examinations and Assessment prior to submission to this committee:** *Yes/No*

**Reserved item:** *Yes/No*

**Does this paper require feedback from the External Member of the committee:** *Yes/ No*

### 1. EXECUTIVE SUMMARY

*Key issue or subject under discussion and the reason it is under consideration. High level background bringing all members up to date so proposals and options can be well understood.*

### 2. OPTION(S) / PROPOSAL(S) AND RECOMMENDATIONS: *List proposed actions and options*

*Number them for ease of reference and highlight any pertinent risks/ effects resulting from the choice. Including the impact of these proposals on vulnerable student /staff groups and how have these been mitigated. Further details can be provided in the report/paper itself.*

*Highlight the recommended option and the justification, and any complexity in the decision. Detail any student involvement/feedback associated with this proposal and the recommendation.*

### 3. OWNERSHIP AND FURTHER ACTION(S): Who owns this issue and who will take forward agreed actions?

*Who does the primary line of responsibility lead to? This could be an individual or a committee/group. If there are key follow up actions given the decision made today, please list them at a high level and their anticipated deadlines (as well as owners if different from above).*

### 4. COMMUNICATION OF CHANGES: *Please be specific about how, by whom, where and when will these changes be communicated to staff and students or other relevant stakeholders.*

5. **CONSIDERATIONS:** Please **delete yes/no** as appropriate in considering whether the issues outlined have:

| | | | |
|---|---|---|---|
| | | | *Further info/action or advice* |
| **a)** An impact on our commitment and duties with regard to Equality and Diversity and/or the Safety and Well-being of our staff and students? | Yes | No | *HR or Corporate Health & Safety* |
| **b)** A financial, reputational or operational impact significant enough to require an amendment to the strategic risk register or, referral to Audit Committee, and Council? | Yes | No | *Secretariat* |
| **c)** Sufficient quality of confidentiality such that it should be considered or treated as the reserved business of the Committee or of the RVC? | Yes | No | *Secretariat* |
| **d)** Student Experience and Engagement<br>- *Requires a change to the provision of information to current or prospective students [in order to enable students to make informed choices].* | Yes | No | *Academic Registry* |
| - *Been consulted on with relevant student representatives* | Yes | No | *Student Participation* |

IF YOU HAVE INDICATED **YES** TO ANY OF THE ABOVE DETAILS **MUST** BE PROVIDED IN THE MAIN PAPER.

## APPENDIX 2 COURSES WITHIN REMIT OF COURSE MANAGEMENT COMMITTEES

| Course Management Committee (CMC)/Research Degrees Committee | Programmes within remit of CMC |
|---|---|
| Biological and Biomedical Sciences | BSc Animal Health and Disease |
| Biological and Biomedical Sciences | BSc Biological Sciences |
| Biological and Biomedical Sciences | BSc Biological Sciences (Wildlife Health Sciences) |
| Biological and Biomedical Sciences | BSc Biological Sciences (Animal Biology, Behaviour, Welfare and Ethics) |
| Biological and Biomedical Sciences | BSc Bioveterinary Sciences |
| Biological and Biomedical Sciences | Intercalated BSc Bioveterinary Science |
| Biological and Biomedical Sciences | Intercalated BSc Comparative Pathology |
| Biological and Biomedical Sciences | MSci Biological Sciences (Wildlife Health Sciences) |
| Biological and Biomedical Sciences | MSci Applied Biological Research |
| Biological and Biomedical Sciences | MSci Applied Bioveterinary Research |
| Biological and Biomedical Sciences | MSci Biological Sciences |
| Biological and Biomedical Sciences | MSci Bioveterinary Sciences |
| Education | Postgraduate Certificate Veterinary Education |
| Education | Postgraduate Diploma Veterinary Education |
| Education | MSc Veterinary Education |
| Education | To receive a termly standing agenda item update from the PG Medicine CMC relating to the PG Diploma Veterinary Primary and Accessible Care and Education |
| Populations | Veterinary Epidemiology and Public Health (University of London distance learning) |
| Populations | Livestock Health and Production (University of London distance learning) |
| Populations | MSc Wild Animal Biology |
| Populations | MSc Wild Animal Health |
| Populations | MSc One Health (Ecosystems, Humans & Animals) |
| Populations | Postgraduate Diploma Veterinary Epidemiology |
| Populations | MSc Veterinary Epidemiology |
| Postgraduate Medicine | Master of Veterinary Medicine |
| Postgraduate Medicine | Postgraduate Diploma in Veterinary Clinical Practice |
| Postgraduate Medicine | RCVS Certificate Advanced Veterinary Practice |
| Postgraduate Medicine | PG Diploma Veterinary Primary and Accessible Care and Education |
| Research Degrees Committee | Master of Research & PhD’s |
| Undergraduate Medicine | Postgraduate Certificate in Veterinary Clinical Studies |
| Undergraduate Medicine | Bachelor of Veterinary Medicine Accelerated Programme |
| Undergraduate Medicine | Bachelor of Veterinary Medicine |
| Undergraduate Medicine | Veterinary Gateway Programme |
| Undergraduate Medicine | Bachelor of Veterinary Sciences |
| Veterinary Nursing | BSc Veterinary Nursing |
| Veterinary Nursing | FdSc Veterinary Nursing |
| Veterinary Nursing | Postgraduate Certificate and Graduate Certificate in Advanced Veterinary Nursing |